

Austria	Sub. 15 July	1,1180	Portugal	4-5 65
Bahrain	Sub. 15 July	1,1550	S. Africa	PC 2-50
Belgium	Sub. 15 July	1,1550	Senegal	SS 2-50
Canada	Sub. 15 July	1,1550	Spain	PC 2-50
Denmark	Sub. 15 July	1,1550	Sweden	SS 2-50
Egypt	Sub. 15 July	1,1550	Turkey	SS 2-50
Federal Rep. Germany	Sub. 15 July	1,1550	U.S.A.	PC 2-50
France	Sub. 15 July	1,1550	Venezuela	PC 2-50
Germany	Sub. 15 July	1,1550	Yugoslavia	PC 2-50
Greece	Sub. 15 July	1,1550	Zambia	PC 2-50
Iraq	Sub. 15 July	1,1550	U.S.S.R.	PC 2-50
Indonesia	Sub. 15 July	1,1550	Yugoslavia	PC 2-50

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 29,075

Wednesday May 18 1983

D 8523 B

Japan: Nakasone's
new-look
leadership, Page 13

NEWS SUMMARY

GENERAL

Beirut links cut by Syria

Syria stepped up its attack on the Government in Beirut yesterday as President Anis Gammal signed a pact with Israel on troop withdrawals from Lebanon.

Vital trade routes from Beirut were blocked when Syria cut road, telephone and telex communications with the capital.

But Israeli officials said after signing yesterday's agreement that they were confident Syria would eventually leave Lebanon.

Moi plans polls

Kenyan President Daniel arap Moi said he would bring forward a general election in September to "clean the system" of corruption. Page 7

Ex-Nazi stands down

Former Nazi officer Friedrich Peter has abandoned his bid to become Deputy Speaker of the Austrian Parliament. Page 2

Arms talks resume

The U.S. and Soviet Union resumed their Geneva talks on medium-range nuclear missiles in Europe after a seven-week break.

Conscripts reform

Critics attacked French President François Mitterrand over "weak" reforms of military service for young people, which were adopted yesterday after a marathon debate.

'Aids' virus clue

French researchers at the Pasteur Institute claim to have isolated a virus that may be linked with "acquired immunodeficiency syndrome," the so-called homosexual disease.

'Terrorist' in siege

Rome police were trying last night to persuade a gunman to surrender after a post office robbery was foiled. The man, a suspected Red Brigades terrorist, was holding two clerks hostage.

Security check

Australia's security services are to be investigated by a Royal Commission after a Soviet spy was exposed.

Soviet 'build-up'

Up to 6,000 extra Soviet troops may have been sent to Afghanistan. Western diplomats said in Islamabad.

Pope's welcome

Polish President Henryk Jablonski will greet Pope John Paul when he arrives in Warsaw next month on an eight-day tour. Page 3

Chile retaliates

Copper miners' leaders in Chile are being prosecuted for their part in last week's national protest. They could face deportation.

Plane victims found

The bodies of three Britons whose private aircraft crashed on a flight from Nice, have been found near the summit of Mount Ventoux.

Briefly...

Warsaw: Authorities approved a new actors' union, replacing one abolished last year.

Athens: Two bombs exploded outside Arab buildings. No one was hurt.

Bonus: Right-wing magazine Quick accused four Soviet diplomats of spying.

Maine: "Bambi" cartoonist Maurice E. Day died aged 90.

Peking: Electrified traps are killing people as well as rats, officials said.

BUSINESS

Industrial output slips in UK

UK INDUSTRIAL output fell by 0.9 per cent in March, dampening hopes that the industrial recovery in Britain may be quickening. The trend for the first three months appears to be upwards. Page 18

• DOLLAR continued firm but closed below its best levels on central bank intervention and softer U.S. rates. It slipped to DM 2,455 (\$1.357), FF 7,395 (FF 7,412), Yen 223.05 (Yen 223.2) but edged ahead to SWF 2,045 (SWF 2,043). Its trade-weighted index was 122.4 (122.3). In New York, it closed at DM 2,457; SWF 2,040; Yen 223.7; and FF 7,387. Page 40

• STERLING lost 15 points to \$1.357. It fell to DM 3,832 (\$1.84), FF 11,511 (FF 11,55) and Yen 203.75. It was unchanged at SWF 1,377. Its trade-weighted index was \$1.37 (1.38). In New York, it closed at \$1.34. Page 40

• GOLD rose \$54 to \$443 in London. In Frankfurt, it was \$440.75 (\$436.5) and in Zurich \$440 (\$436.5). In New York the Comex May settlement was \$443.1 (\$438.6). Page 37

• COCOA crop fears in West Africa and Brazil pushed prices to a three-year high on the London futures market. The July position was up £5 to £1,374.50. Page 37

• WALL STREET: Dow Jones index closed up 2.81 at 1,295.78. Report, Page 33; full share listings, Pages 34-36

• GOLD: FT Industrial Ordinary Index added 4.5 in dull trading to close at 575.6. Government securities were steady. Page 33. FT Share Information Service, Pages 38-39

• TOKYO: Nikkei Dow index shed 19.56 to 3,572.23. Stock exchange index lost 0.91 to 623.21. Page 23. Leading prices, other exchanges, Page 36

• BRITISH Labour Party leaders denied that their general election promise of a £2bn (£9.3bn) increase in public-sector borrowing would drive up UK interest rates to "unacceptable" levels. Page 19

• U.S. housing starts declined for the second consecutive month in April, falling 8.4 per cent from March to a seasonally adjusted rate of 1,490,000 units, the Commerce Department said.

• BRAZILIAN interest rates on foreign debt tripled from 1979 to reach \$12.8bn last year, the Brazilian Central Bank said. Page 4

• ALUMAX, the U.S.-integrated aluminium producer, is buying Howmet Aluminum from its French parent, Pechiney Ugine Kuhlmann. Page 3

• PACIFIC Power and Light is making a \$5bn write-off against its second-quarter earnings. The Oregon-based diversified electricity utility said major investment in three troubled nuclear power projects could not be recovered.

• WATNEY MANN & Truman, the UK brewing group, is raising £50m (£77.5m) by placing a secured redeemable debenture stock dated 2006. Page 18

Bonn delays EEC summit until after election in Britain

BY JOHN WYLES IN STRASBOURG

West Germany yesterday postponed next month's EEC summit until after the British general election on June 9. The Stuttgart meeting will now be held on June 17-19, nearly a two-week delay from the scheduled June 6-7 dates.

Chancellor Helmut Kohl, the summit's host, concluded that because Mrs Margaret Thatcher, the British Prime Minister, could not promise to attend even for a short time, it would be better to wait until a British leader could definitely be held. The Government, said a spokesman, "would be looking for a settlement" of the rebate issue at the postponed meeting.

An EEC summit has never before been put off for reasons of domestic politics in a member-state. Mrs Thatcher is a pivotal status in EEC politics which she may well exploit in her campaign for re-election.

The later summit date will take some of the pressure off next week's negotiations by foreign ministers on the size of the 1983 rebate to be paid to Britain. As a precaution, West Germany has scheduled an extra meeting of foreign ministers for June 13.

A British Government spokesman emphasized that London had not sought the postponement. Nevertheless, the Chancellor's decision

Mr Francis Pym, Britain's Foreign Secretary, presented a demand

Continued on Page 18

Ministers approve 4.2% rise in farm prices

By Larry Klinger in Brussels

THE EUROPEAN COMMUNITY yesterday agreed on the lowest average rise in guaranteed EEC farm prices for the past 10 years. It also approved measures to curb surplus production.

After a marathon negotiating session, lasting for 14 hours, the EEC Council of Agricultural Ministers accepted the European Commission's \$1.69bn package providing for an average 4.2 per cent increase in 1983-84 common farm prices.

As a result of the price award food prices could be expected to rise on average by a maximum of 2.8 per cent on a Community-wide basis, the European Commission said.

The EEC's cost-of-living index would rise by an estimated 4.2 per cent of one point. The net budgetary cost to EEC finances was calculated at about \$645m this year and a further \$692m in 1984.

In national currencies, when recent EEC monetary adjustments are taken into account, the increases range from nearly 26 per cent in Greece to a low of 2 per cent in West Germany. The figure for Britain is just over 4 per cent.

The agreement was hailed as a significant victory by both the European Commission, whose original proposals tabled in December emerged virtually unscathed from the Farm Ministers, and by Britain, which led the campaign among member states not to breach significantly the Commission's recommendations.

Mr Poul Dahlager, the EEC Farm Commissioner, said the agreement was a fair and reasonable compromise for both farmers and consumer. The farmers' organisations had been seeking a 7 per cent rise in common price levels.

Commission officials said privately they were particularly pleased, if a little surprised, that the ministers had left intact their penalties for recent over-production of meat. The Commission's foreign-exchange drain should stabilise towards the end of the year.

The forecasts were given yesterday at a conference on the present economic situation in Nigeria, organised by the Nigerian-British Chamber of Commerce in London.

The problem of delayed payment is still the greatest headache for importers, followed by the difficulties in getting licences,

Call to relax import curb on VCR kits

BY PAUL CHEESERIGHT IN BRUSSELS AND JASON CRISP IN LONDON

THE three-month-old agreement between Japan and the EEC to limit the number of Japanese video recorders (VCRs) exported to the community is meeting increasingly strong criticism within Europe.

The main problem is the tight controls on the number of VCR kits which can be imported into Europe for final assembly. Earlier this month the West German Government asked the Japanese to adopt a more flexible approach to the number of kits which may be sent to Europe.

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The problem of delayed payment is still the greatest headache for importers, followed by the difficulties in getting licences,

even for essential spares and raw materials, under the sweeping import licensing system introduced by the Nigerian government in January.

Mr John Rivett, marketing manager for First Bank of Nigeria, estimated that delays on top-priority payments from Nigeria - including personal remittances and debt servicing - were not less than 10 weeks.

Payments on letters of credit were delayed by anything from 120 to 210 days, he said, while bills and open-account trade were being settled eight months or more in arrears.

There had also been a marked increase in the number of applications rejected because of mistakes.

Continued on Page 18

UK consumer reaction, Page 37;

Feature, Editorial comment,

Page 12

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EUROPEAN NEWS

Bonn refuses to despair on E. German relations

BY JAMES BUCHAN IN BONN

THE BONN Government is refusing to despair about relations with East Germany despite the collapse of a proposed summit meeting and the prospect of increased East-West tension over Nato missile deployment.

West German officials have been told by sources in East Berlin that Herr Erich Honecker, the East German leader, called off a visit planned for the late summer for practical reasons and not at the insistence of Moscow as a warning of the tension that could follow the stationing of US nuclear missiles in West German soil at the end of the year.

Bonn believes that the visit was called off last month because of unfilled expectations on both sides and an outbreak of angry exchanges over the death in April of two West Germans, apparently of heart attacks, while under questioning by East German officials.

Officials insist that co-operation at a technical level is proceeding

well and will survive an autumn of recrimination over Nato deployment. "Beneath the larger East-West questions, Herr Honecker has considerable sovereignty," a senior official said. He pointed out that East Berlin was once again using to the full Bonn's "swing" trade credit as an indication of its economic needs.

Herr Heinrich Windelen, 61, the new Christian Democrat Minister for inter-German relations in Bonn, has tried to confound the expectations of revanchism that his background as a Roman Catholic refugee from Silesia (now in East Germany) unleashed.

He is understood to be willing to consider "pragmatic solutions" to Herr Honecker's demands, outlined in a 1980 speech, that the Elbe border be revised and a documentation centre on alleged acts of East German brutality be closed.

At the same time, Bonn has received the impression that Herr Honecker is ready to tone down his

Pope's Polish itinerary announced

By Rupert Cormwell in Rome

THE KEENLY anticipated and highly delicate visit of Pope John Paul II to his native Poland next month seems certain to take place. That much became clear yesterday with announcement by the Vatican of the detailed programme for the trip, between June 16 and June 22.

As expected, the Pope's schedule does not include a visit to Danzig, the birthplace of the now outlawed Solidarnosc independent trade union movement, nor is there mention of any planned meeting with Mr Lech Walesa, the leader of Solidarnosc.

While Herr Windelen's officials say they want continuity with the policies of the Social Democratic-Liberal governments that signed treaties with Eastern Europe, and talk only of insisting more on "quality" and "value" in the anti-and-bolts of German relations, Herr Strauss called on Monday for a complete break with the "life of lies" of Herr Helmut Schmidt, the former Chancellor.

It is understood that the visit will continue with the Social Democratic-Liberal governments that signed treaties with Eastern Europe, and talk only of insisting more on "quality" and "value" in the anti-and-bolts of German relations, Herr Strauss called on Monday for a complete break with the "life of lies" of Herr Helmut Schmidt, the former Chancellor.

Collectives will be paid more to boost lagging farm output

BY LESLIE COLITT IN EAST BERLIN

EAST GERMANY has introduced higher government purchase prices for agricultural products from collective farms and private plots to stimulate lagging farm output.

Outlining the new price reform, the East German Deputy Agriculture Minister, Dr Wilhelm Cesar, stressed that the higher prices will not be passed on to consumers.

Bread in East Germany will continue to sell for 60 pfennigs (25 cents) a metric pound, while a pound of pork will sell for 10.60 East German Marks (EM), the same prices as two decades ago.

The decision to maintain highly-subsidised food prices distinguishes the East German agricultural move from reforms in Hungary, which have thrown much of the burden of higher purchase prices directly on the consumer.

East Germany this year will pay EM 21.8bn out of a total budget of EM 152bn to subsidise prices for necessities, of which basic foods are the largest item.

East Germany also is not attempting to decentralise decision-making in agriculture, although it is being shifted somewhat on to the district level.

In a move similar to those made in Hungary in the early 1970s, the East German Government is to support collective farmers and hobby gardeners by paying them much higher prices for their output.

Fourteen per cent of the pork and 10.5 per cent of the beef produced in East Germany comes from the up to half-hectare private plots tilled by collective farmers and by city dwellers with allotment gardens. They also produce 40 per cent of the

eggs and 30 per cent of the fruit. Part-time farmers are being enticed to produce ever more by being offered a 10 per cent bonus if they conclude contracts with the state to deliver meat and other products.

Apart from stimulating private farm production, the main thrust of the price reform is to ensure that East German collective farms, which work 95 per cent of farmland, will be forced to be less wasteful and more productive.

East Germany has imported 2m tonnes of fodder from the West annually, to be halved by 1985. The main criticism of East German agriculture is that individual collective farms are too large and are usually separated into crop and meat production.

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PUK to sell U.S. aluminium subsidiary

By Paul Bettis in Paris

THE KEENLY anticipated and highly delicate visit of Pope John Paul II to his native Poland next month seems certain to take place. That much became clear yesterday with announcement by the Vatican of the detailed programme for the trip, between June 16 and June 22.

As expected, the Pope's schedule does not include a visit to Danzig, the birthplace of the now outlawed Solidarnosc independent trade union movement, nor is there mention of any planned meeting with Mr Lech Walesa, the leader of Solidarnosc.

Instead, the programme emphasises the intended pastoral nature of the visit, which will mark the 600th anniversary of the arrival of the Sacred Monogram of Czestochowa at Jasna Gora. John Paul II, who last visited Poland four years ago, will arrive in Warsaw before travelling to Czestochowa, Poznan, Katowice, Wroclaw, as well as Cracow, where he was Archbishop before being elected Pope in 1978, and the steel town of Nova Huta. He will return to Rome from Cracow in the late afternoon of June 23.

The announcement yesterday leaves no doubt that at this stage a decision to call off the visit will be the responsibility only of the Polish regime. Assuming the visit does go ahead, its political significance is very considerable.

Cardinal Josef Glemp, the Polish Primate who is in Rome for discussions with the Pope about his visit, this week repeated his church's demand for an end to martial law in Poland.

The initial investment would involve about C\$1bn and an agreement to go ahead with the project is likely to be announced next month in Paris during the visit of M René Lévesque, the Quebec Premier.

The 200,000 tonnes capacity of the Canadian plant would replace the 200,000 tonnes of capacity PUK is selling in the U.S. to Alumax.

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AMERICAN NEWS

Canute James in Kingston explains why a loan payment delay could cause problems

Optimism in Jamaica that IMF will provide

DURING the next few weeks the attention of Mr Edward Seaga, the Prime Minister of Jamaica, will be turned expectantly to Washington. Mr Seaga is hoping that the board of directors of the International Monetary Fund (IMF) in its meeting next month will entertain his request for a waiver of performance criteria which the economy failed to meet at the end of March.

Such a waiver could release funds to the hungry Jamaican economy about \$180m this year from a credit facility extended by the IMF in 1981. If the IMF board rejects the request for a waiver, however, a new pact, with what the Prime Minister admits could be harsh conditions will have to be negotiated.

The way in which Jamaica failed to meet the IMF conditions indicated the delicacy of the balancing act which Mr Seaga's Administration had to perform to keep the island's frail economy on an even keel.

When the IMF checked the books in the central bank at the end of March, it found an unexpected deficit in the balance

of payments. A surplus of \$200m at the end of December had been converted to a deficit of \$151m three months later.

The main reason for the shortfall, according to Mr Seaga, was that loans totalling \$110m expected between January and March were not paid in time. He told Parliament last week when he opened debate on this year's record \$3.6bn (£1.1bn) budget that the losses included \$40m from the World Bank, \$30m from the Inter-American Development Bank, and several smaller packages from various sources including the Japanese Government and the Organisation of Petroleum Exporting Countries (Opec) totalling \$40m.

The situation had been compounded by a fall in earnings from Jamaica's major exports. Mr Seaga said: "Falling demand for our banknotes has led to a loss of \$200m in gross earnings, while foreign exchange banks shipped to Britain" brought in less than projected because of the rise in the value of the U.S. dollar, to which the

Jamaican currency is pegged, against sterling.

Perhaps more disturbing to

Mr Seaga's Government is only

because of the implications for

raising short-term capital, was

that two applications to com-

mercial banks, in October and

earlier this year, for loans totalling \$50m were rejected.

Bankers were cautious, the

Prime Minister said, because of

problems facing debt-ridden

economies in the region.

This has not dampened Mr Seaga's optimism that he will be able to obtain \$120m in loans from European banks with which the Government is negotiating. He is also optimisitic about next month's IMF board meeting. "There is every likelihood that it will be approved," the Prime Minister said of his request for a waiver.

The latest problems with the IMF facility follow earlier, reportedly contentious discussions between the Government and the IMF over this budget deficit.

The Prime Minister said these problems had been overcome, with a compromise to change this year's deficit

target to 12.8 per cent of GDP from 10 per cent, which now becomes next year's target. His Government had done well, Mr Seaga argued, in bringing the deficit down from 17.1 per cent of GDP in 1980 to 13.7 per cent last year.

The Prime Minister is clearly hoping that he will not have to argue with the IMF about a new pact. The harsh conditions which he intimated might be asked could include a devaluation, a politically unpopular move in Jamaica, where a series of depreciations in the late 1970s eroded the popularity of Mr Michael Manley. Mr Manley originally put at 1.9 per cent, was revised by the Prime Minister to 3.9 per cent, with the hope that the estimated 0.2 per cent growth of last year would also be found to be higher.

Speaking of his Administration's failings, Mr Seaga pointed to the continuing chronic shortage of hard currency and a growth in unemployment last year to 29 per cent.

These setbacks will hardly affect the Prime Minister's hold on power. The next election is due in two and a half years, and his party holds 51 of the 60 seats in Parliament. Recent public opinion polls which showed a fall in support for the Govern-

ment were countered by others showing that a majority of Jamaicans felt Mr Manley's party was not yet ready to take on the responsibilities of government.

While hanging on the slender

thread of a power reply from the IMF board, Mr Seaga will have to start scratchig around

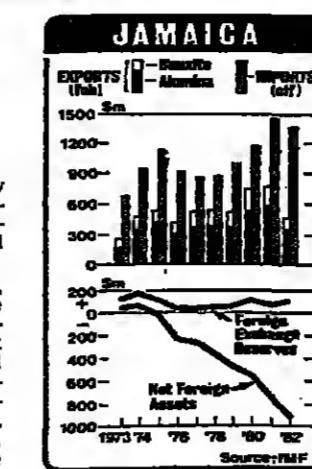
for additional \$700m to help

pay for this year's costs of debt

servicing and imports of oil,

food, drugs, raw materials and

capital goods. With increasingly conservative bankers, the prospects are far from bright.



Covert U.S. support of Nicaraguan rebels 'counter-productive'

BY REGINALD DALE, U.S. EDITOR, IN WASHINGTON

DEMOCRATS in the House of Representatives have criticised covert U.S. support for the right-wing guerrillas fighting the Sandinista Government of Nicaragua as ineffective and counter-productive, adding another blow to the Central American policies.

The report revealed that as long as a year ago Congress had strict restrictions on covert support for the Nicaraguan rebels to operations intended to intercept arms shipments to the El Salvador guerrillas.

Last December, the restriction was made public in the Boland amendment, which stipulated that U.S. covert funds must not be used to overthrow the Nicaraguan Government.

The Democrats said intelligence information showed "with certainty" that "a major portion of the arms and other material sent by Cuba and other Communist countries to the Salvadorean insurgents crosses Nicaragua with the permission and assistance of the Sandinistas."

While the Administration has claimed that 70 per cent of the guerrillas' military supplies come from Nicaragua, critics of Mr Reagan's policies have hitherto pointed to the allegations for lack of proof.

The unusual report by the Democratic majority on the House Intelligence Committee said that by supporting the Salvadorean insurgents, the Administration had allowed "the

Shultz rejects calls for fixed exchange rates

BY ANATOLE KALETSKY IN WASHINGTON

THE REAGAN Administration is not prepared to contemplate a return to fixed exchange rates and is determined to give the post-1971 system of currency controls "a chance to perform," Mr George Shultz, the U.S. Secretary of State, said yesterday.

In a strongly-worded speech to a special conference organised ahead of the Williamsburg summit by Congressman Jack Kemp and Professor Robert Mundell, two strong proponents of a return to fixed exchange rates and a gold standard, Mr Shultz underlined his strong personal commitment to the present international economic system.

Eastern said the proposed issue would involve a combination of securities including up to \$215m in 5 per cent convertible subordinated debentures, \$110m in 10 per cent subordinated investment bonus credits and \$35m in subordinated retroactive wage deferral credits. Although the package adds up to more than \$300m, Eastern said it expected \$300m to be the maximum.

Eastern workers could end up owing a substantial minority stake in the airline.

The complicated package of securities is part of Eastern's plan to win major concessions from its workers. The airline is seeking to obtain at least \$200m in wage deferrals and investments.

Eastern reported a first-quarter loss of \$60.7m compared with a loss of \$51.4m in the same period last year. In 1982, the airline reported a full-year net loss of \$74.93m.

Planning has become a bone of contention in U.S.-Japanese economic relations after U.S. industrialists and Administration officials said Japan's system of co-operation between government and business had given Japanese companies an unfair advantage over U.S. competitors.

In what may have been a veiled warning to Japanese, Mr Shultz declared that planning is "a threat to economic expansion and world trade."

Aggressive dismantling of protectionist trade barriers, focussing particularly on the developing countries, was the best way to achieve world economic growth, he insisted.

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TECHNOLOGY

HEWLETT PACKARD FACES THE CHALLENGE OF PERSONAL COMPUTING

No longer its own yardstick

BY GEOFFREY CHARLISH, RECENTLY IN CUPERTINO

MAJOR CHANGES taking place in the organisation of Hewlett Packard's computer business indicate that the company, which has so far relied almost entirely on internal perceptions of user requirements in essentially technical computing, is now facing up to the wide world of personal computing in general.

As Cyril Yansouni, general manager of the newly formed personal computer group said in Cupertino, California last week: "We have tended to look at ourselves as good examples of what to do"—a reference to the fact that, because the company has focused on professional computing, largely in science and engineering, what its own design engineers wanted was usually a good yardstick.

But the world is changing Yansouni again: "We now find ourselves in a market that is not the fastest growing." The implication is clear enough—that personal computing in the general business sense, for professions other than technical, is a market that HP simply cannot afford to ignore.

So the new approach has been to revitalise computer activity in the company, with Yansouni heading up a new personal computer group that brings together the previously separate hand-held personal,

desk top and distributed processing divisions.

The intention is to present a much more significant challenge to several major players in the PC area, starting with IBM (which the industry expects will have sold 500,000 machines by the end of this year). HP's new PC group will start off with a turnover this year of about \$500m.

The price range covered will be from about \$500 at the low hand-held end to about \$10,000 for distributed systems.

At the same time HP has decided on a strategy for communications. Surprisingly, perhaps, to some parts of the company, the PABX is to be a key part of the HP approach.

The ultimate objective is to develop a unified switching centre that will be able to deal with a mix of voice and data—something which, according to Yansouni, has not yet been achieved comprehensively.

At the moment computing workstations communicate with each other via proprietary digital networks.

Within four to five years he says, they will do so via the PABX; it will become possible for many other kinds of unit to be connected into a network that is nominally "HP". The new team is understood to be working with both Microsoft (originators of MS/DOS) and

STC Business Systems, Plessey, Rolt and Northern Telecom. HP is looking at exchanges made by some of them.

The fact that HP is going outside for software is also something of a volte-face. Yansouni is candid: "We do not have the best spreadsheet in the world. On the other hand we are leaders in graphics."

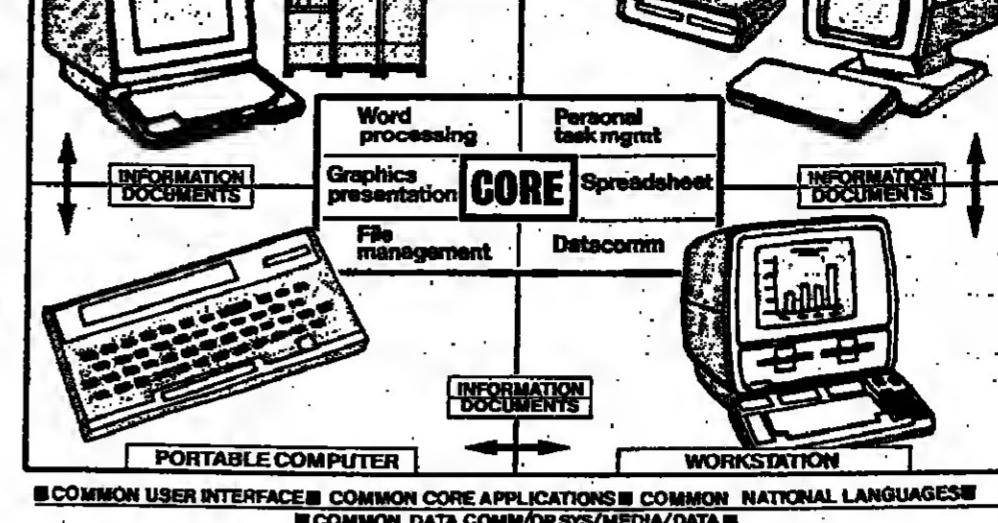
Now, the company will tend to use outside help for office software while continuing to use its own experts for scientific and engineering applications. "It is a strategic decision," says Yansouni,

"because we want to become a mainstream personal computing company. In six to 12 months we will look a lot more like a marketing oriented company."

But to bring it about, HP's director of business development, Joe Schoendorf, admitted that changes would have to be made.

He believes that there is a need for integration in marketing and that the present "collection" of stand-alone entrepreneurs" is not good enough. He said: "In personal computing we are going to have to raise our market image, but with no compromise on quality."

Schoendorf is making several senior business development appointments in the three areas of computer integrated



HP's view of integrated software and personal computing

manufacturing and engineering in distributed data processing and in the service industries.

Some of these, for example in banking and aerospace, will come from outside—another departure because HP policy

has always been to grow from within, in terms of both people and money.

HP has been variously described as "incestuous" and "Japanese" and there is industry debate as to whether the company can carry on any longer the ideas that were

laid down by Dave Packard and Bill Hewlett after the Second World War, which remain firmly embedded in many parts of the company.

For example, the company has never had any long term debt and it finances nearly all its development from revenue.

In addition, engineers have tended to dominate policy. Schoendorf says: "We will in future invent fewer but more effective products."

One of the new approaches, under development at the Fort Collins plant in Colorado, is

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specialty valves;
general engineering;
refined and wrought metals.
IMI plc,
Birmingham, England

ming, said that by next year all of these will be running on Unix with communications over IEEE 802, now about 90 per cent finalised as a standard. But connection of the products developed so far is either via HP's own shared resource network or for high end products, Ethernet.

Change seems to be at the watchword at HP at the moment, and there might well be more to come. For example, computers are currently being made at no less than 18 different locations. Quality, and the entrepreneurial business centre approach no doubt account for this but just as product design and marketing is changing, so could manufacturing.

Things are also moving in the other half of the business, testing and measurement for example. It is widely believed in the ATE (automatic test equipment) business that HP is the dominant force in that field. These include screen/key-board management tools, two levels of computer aided engineering, high performance CAD, low cost computer aided test and multi-user terminal systems for laboratory use.

Product manager, Bill Cum-

DATA PROCESSING

IBM launches System/36

THE LATEST computer from IBM, launched at the U.S. National Computer Conference in Anaheim, California, this week, uses the concept of integrated software to offer more applications software at time of launch than any other small computer from the giant of the data processing business.

The System/36 combines data processing and word processing (the essential step forward in integrated software) together with business colour graphics and once management utilities.

Purchase price for the basic machine (128,000 bytes of fast memory, 30m bytes of disc storage) in the UK is £13,900 (this is the cost for the processor alone, not a complete system). Top of the range model with 256,000 bytes of fast memory and 400 million bytes of disc storage is £20,899.

To add a further 256,000 bytes of fast memory will cost an extra £2,075.

The machine is numbered between the System/34—one of the most successful computers IBM has ever created—and System/38, but it seems clear that it is a System/34 type computer—in other words, a comparatively orthodox computer rather than the innovative and sophisticated System/38, IBM's "architecture for the future."

This is borne out by the comparisons IBM uses to distinguish the System/36 from others in the range. It is for example, 50 per cent less expensive in maintenance charges than the System/34 while it will run all the System/34 software.

The impression is that it is very much a top-of-the-line System/34 requiring only

migration for the existing /34 user; to move to System/38 with its innovative software characteristics is conversion.

The System/36 can use the terminals and most other devices that can be attached to the System/34 including the IBM Personal Computer.

Up to 30 local and 84 remote terminals can be attached to the new machine. It includes extensive self-diagnostic capabilities that are said to ensure high reliability and make service quick and easy.

It can operate as a stand alone machine or in a network with other /36s or other IBM computers.

IBM has also launched:

- A printer that produces high quality camera-ready masters for printing;

- Enhanced software that enables IBM PCs attached to the 5320 system—an office automation computer system—access to large IBM mainframes.

In the UK IBM has launched a piece of software called GDDM (Graphical Data Display Manager) which provides the non-computer professional with the means of creating data graphs on IBM's most popular computer terminals, the 3270 series.

Developed at IBM's Buresley Laboratory near Winchester, the new software will be available from July 1983.

The GDDM software and the ability to link personal computers to mainframes through the 5320 system are two more electronic office offerings indicating the gradual infiltration of IBM's office automation strategy.

ALAN CANE

Japanese machine tools

Kitamura in the UK

THE Kitamura Mycenter I vertical machining centre, designed for sub-contractors and small to medium engineering shops, is now available in the UK at less than £40,000.

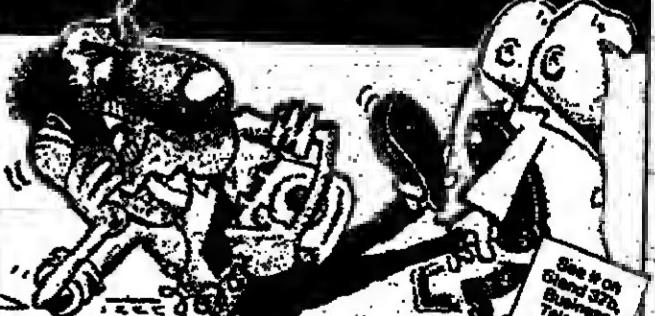
Designed and built on the basic bed type construction of earlier Mycenter machines, the new model has a 150 to 10,000 rpm motor, a table size of 305 by 686 mm, and

travel of 457 mm on the X axis, 305 on the Y and 485 on the Z.

The machine can be equipped with a fully enclosed pallet system for less than £50,000.

Inquiries in the UK are being handled by Ringway Machine Tools, Beechwood, Manchester Road, Knutsford, Cheshire (M.C. Cash 4916).

Try talking to someone who's not there:

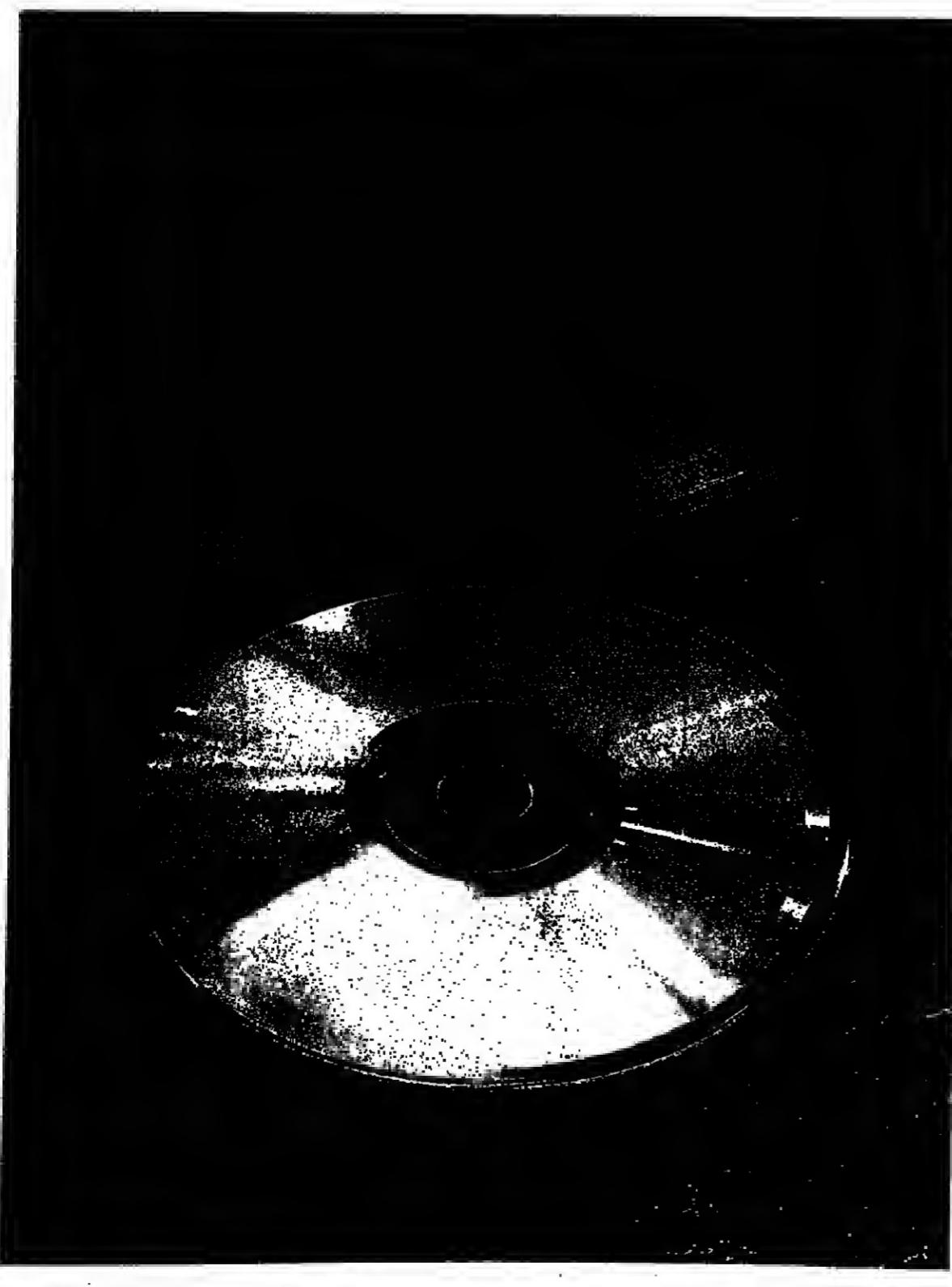


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The Compact Disc is a digital medium, encoded by chains of microscopic pits in the binary language of the computer. Each digital disc contains a very precise set of instructions for constructing a near-perfect replica of the original musical waveform. Our CD player, the SL-P10, reads and executes 44,100 such instructions every second. As the disc rotates at high speed, a laser beam is focused onto the pits and an optical pickup system reads the reflected information. The semiconductor laser which forms the heart of this system is an original Technics development.

Foremost among the many other original developments in our CD player is the ultra-compact, quartz-locked, direct drive motor which rotates the disc 500 to 200 times per minute. Our long experience in direct drive technology was instrumental in this new motor design. Fourteen years ago, in fact, Technics forever changed turntable design with the introduction of the SP-10, the world's first direct drive turntable.

We are no newcomer to digital audio technology. We have developed and now produce a digital audio cassette deck (SV-P100) and a digital audio processor (SV-100) in addition to our CD player.

Our business is to accurately reproduce music with all the fine articulation, vibrancy and feeling of the original, live performance. The SL-P10 does precisely that. But that should come as no surprise. **DISC** DIGITAL AUDIO



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OVERSEAS NEWS

Moi hopes Kenyan election 'will rid system of corruption'

BY MICHAEL HOLMAN IN NAIROBI

PRESIDENT DANIEL ARAP MOI of Kenya, yesterday announced that a general election will be held in September, a year earlier than expected, in order "to clean the system" of corruption and disloyal politicians.

Mr Moi, addressing a special session of the governing council of the ruling Kenya African National Union (Kanu), said that he stood by his allegations of May 8 in which he accused unnamed foreign powers of唆使 ("inciting") a certain person to take over from him.

The allegation created a political furor, with Mr Charles Njonjo, Minister for Constitutional Affairs, at the centre. Politicians and Kanu officials hinted that Mr Njonjo was involved, a charge he denied vigorously on Monday.

Some observers expected Mr Moi to name the person he had in mind at yesterday's closed session of the council, but despite calls from delegates, the President refused to do so.

Mr Moi's strategy is not immediately clear. By failing to give details of the plot and plotter but reviving his allegation, the mood of suspicion and witch-hunting is unlikely to abate.

The long delay before the polls will allow the faction fighting which has characterised Kenyan politics under Mr Moi to intensify and the process may well distract Ministers from the task of dealing with Kenya's economic difficulties which forced the Government to seek assistance

from the International Monetary Fund earlier this year.

Relations with Britain are likely to remain uneasy, if not strained, for in his original allegation, Mr Moi hinted at UK involvement.

Despite a meeting last Friday with Sir Leonard Allinson, the High Commissioner to Kenya, there has, so far, been no public gesture from the President which would end speculation.

In a short prepared address to the Kanu meeting, released later to the Press, Mr Moi questioned the loyalty of unnamed ministers and senior civil servants.

"Greed and selfishness" at a high level had made it very difficult to eliminate corruption which in turn was "undermining our effort to reconstruct our economy," said Mr Moi.

Kenya is a one-party state, and elections were held in September 1979 following the death of President Jomo Kenyatta.

The timing of the poll makes it unlikely that the long overdue elections for Kanu party offices can now take place before voting. A key contest in the Kanu elections was expected between Mr Mwai Kibaki, the vice-president, and his long-time rival, Mr Njonjo.

Mr Kibaki is likely to retain his parliamentary seat without difficulty, while Mr Njonjo is almost certain to face a serious challenge. Should Mr Njonjo lose his seat, he would be without an obvious power base from which to mount a challenge at the Kanu elections.

Sri Lanka mini-poll may restore political reality

BY MERVYN DE SILVA IN COLOMBO

SRI LANKA is to hold a mini-election today in 18 parliamentary constituencies, just six months after the Constituency of President J. R. Jayewardene won a referendum extending the life of the parliament until the end of the decade. The poll, deliberately arranged by Mr Jayawardene, "is all in the interests of democracy," he says.

The move is a characteristic logically exercise by an astute leader who celebrated his 40th year in politics last month. For although the referendum to extend the life of his government until 1989 was won comfortably, there were pockets of strong opposition to the entrenchment of a parliament which is a major distortion of political reality.

In the last Sri Lankan parliamentary election in 1977, Mr Jayawardene's conservative United National Party (UNP) won 51 per cent of the vote but gained 143 of the seats in a 168-seat parliament, a massive majority.

The Freedom Party (SLFP) led by Mrs Shrimavo Bandaranaike, the former Prime Minister, won only eight seats for its 20 per cent of the vote, while the Tamil United Liberation Front (TULF) gained 17 per cent for its 6.5 per cent of the vote, making it the official opposition party and giving the Tamil separatist movement a standing broad and privileges at home.

In the referendum held last December to extend this Parliament's life the ruling UNP vote

was down by 400,000 in the Presidential election two months earlier and there was a 10 per cent drop in turnout in one of Asia's most highly politicised electorates.

More disturbing was the strong "no" vote from the urbanised and highly literate South-Western coastal belt and from the south of the country, traditionally regarded, like Kerala and West Bengal in neighbouring India, as Sri Lanka's "red belt".

In voicing this anti-UNP sentiment, the Southern coastal areas echoed the hostility of the turbulent Tamil North, another centre of high literacy and political consciousness. No Sri Lanka Government will encourage a linkage of political feeling between these areas in the light of the bloody youth uprising of 1971.

On a single afternoon recently three UNP stalwarts (all Tamils and two of them candidates at the local polls) were gunned down by youths on bicycles, a familiar mode of transport of the proscribed Tamil "tigers" liberation front.

The increasingly brazen young Tamil rebels have lost all faith in the parliament, which has not brought them any closer to the autonomy they demand.

Apart from stemming some of this tension, the mini-election may provide the opportunity for a spring-cleaning for the UNP back bench, one party stalwart says, adding that Cabinet changes can be expected in September.

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WORLD TRADE NEWS

India, U.S. in renewed tussle over nuclear plant

By K. K. Sharma in New Delhi
INDIA and the U.S. are locked in renewed tussle over a controversial nuclear plant at Tarapur in Maharashtra state, the operation of which is threatened by the lack of supplies of spares and component that can be obtained only from the U.S.

The two countries have had protracted exchanges over the U.S. ban on enriched uranium for the Tarapur plant. This has just been settled by Washington's agreement that France should supply the nuclear fuel instead.

Even though the first shipment of the fuel has arrived from France, the Tarapur plant has depended on its maintenance and running operations on the U.S. since it was built by General Electric in 1963.

There recently has been considerable delay over clearance for the shipments of the spares, and yesterday India's Atomic Energy Commission announced that one of the two units at Tarapur would be closed next week.

There are suspicions in New Delhi that Washington is delaying clearance of the shipments because it wants to put pressure on India to agree to additional safeguards.

The problem has arisen because India has refused to sign the nuclear Non-Proliferation Treaty (NPT) on the ground that it discriminates in favour of the nuclear powers.

The matter is fast becoming a major issue between the U.S. and India. Mr George Shultz, the U.S. Secretary of State, is to visit New Delhi next month for bilateral talks, and Tarapur is expected to be one of the main subjects for discussion.

EEC-JAPAN DEAL UNDER FIRE

Pressure to import more VCR kits

BY JASON CRISP IN LONDON AND PAUL CHEESERIGHT IN BRUSSELS

THE CONTROVERSIAL agreement between the EEC and Japan designed to limit the flow of video cassette recorders (VCRs) being imported into Europe is facing growing criticism from a number of countries, particularly West Germany and Britain.

The main complaint centres on the inclusion of "knock-down" kits within the overall total of permitted imports of VCRs. A number of European companies say this is a major block to the increased local manufacture of VCRs.

The "accord" was negotiated in February by Viscount Etienne Davignon, vice-president of the Commission and the Japanese Ministry of International Trade and Industry (MitI). It was the first time that Japan and the EEC had agreed on a limit for exports.

Previous agreements had been between individual members states and Japan.

The three-year agreement put a ceiling on Japanese exports of VCRs to Europe of 4.55m a year, which compares with 4.9m licensed to Europe in 1982. Included in the ceiling are approximately 600,000 knock-down sets.

The Commission says there was no specific breakdown between finished products and

kits, but that there would be enough kits to meet the contractual obligations of the Japanese joint ventures for European assembly.

In addition the agreement included the establishment of floor prices for Japanese VCRs based on European-made products and a guarantee that the European producers could sell a minimum of 1.2m sets within the EEC.

The agreement had two main purposes. One was to limit the growing imbalance of trade between Japan and EEC of which VCRs are an important element. However, the reduction in the number of VCRs sent to Europe is offset to a considerable degree by the higher prices, part of the same agreement. The second was to protect Europe's indigenous video recorder industry. Philips and Grundig.

There are three incompatible formats for video recorders. The most successful is the VHS system developed by JVC and licensed by most Japanese companies. The second is also Japanese, Sony's Beta format. The third, and least popular, is the Phillips V2000 system.

Philips has two plants making VCRs in Austria and West Germany, and Grundig also

manufactures in West Germany. The main complaints about the EEC/Japan accord comes from the European companies selling the more successful VHS and Beta formats.

The main assembly of Japanese videos in Europe is by JET, a joint venture between JVC, Thorn EMI and Telefunken, the German consumer electronics concern taken over by France's Thomson-Brandt. JET assembles kits in Berlin and Newhaven, with a current combined production of about 400,000 sets a year.

In the UK, MitI is about to manufacture VCRs in Scotland at an initially low rate of 45,000 in 1983 and 60,000 next year. Sanyo also plans to assemble in the UK similar to those in West Germany.

The Japanese are reported to be sticking to the quota agreement rigidly. It seems unlikely they will increase the level of kits without seeing an increase in numbers for overall VCR exports. Profits on finished products are higher than for kits assembled in Europe. Several companies want to be excluded from any agreement.

Although no dates have been set, formal meetings between the EEC and Japan are scheduled for June, July and again in October. The problem is that it could be a major limitation to the expansion of European manufacturers next year.

At present most assembly of Japanese VCRs in Europe is little more than a screwdriver exercise. But Thorn EMI predicts that by the end of next year a substantial part of its production could be European sourced.

A crucial element to this will be Thomson-Brandt which plans to make the VHS mechanism in France under licence for JVC. The sensitive, precision mechanism of a VCR can account for around 20-25 per cent of the product's cost. Thorn EMI also expects to buy a number of electronic components in the UK.

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The project was 85 per cent complete in 1980 when the outbreak of the Iraq-Iraq war forced Japan to suspend work on it.

The project site has been bombed several times by the Israel air force.

One result of the agreement reached this week in Tokyo is that MitI group companies will despatch technicians to Bandar Khomeini to review the amount of damage.

The cost of the project which consists of an ethylene production centre and 13 downstream facilities was estimated at \$3bn following disruptions caused by the Iranian revolution, but has increased far beyond that level as a result of the war.

Renter said from Baghdad: "The project partners led by Woodside Petroleum, which has a 50 per cent interest, are engaged in talks with two Japanese companies, Mitsubishi and Mitsui on the possibility of them taking up some equity in the project," Tokyo Electric added.

The project partners, EEC and Japan are scheduled for June, July and again in October.

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Renter said from Baghdad:

"An official Iranian spokesman said the Bandar Khomeini complex remains a war target for the Israel Air Force and Navy."

Iraq maintains its advice to the Japanese companies that it will not guarantee their safety if they resume work on the complex."

Japanese to resume at Bandar Khomeini

By Charles Smith, Far East Editor, In Tokyo

FIVE member companies of the MitI group agreed yesterday to preliminary discussions with banks involved in the proposed refinancing of part of the country's arrears on trade payments and are expected to return at the weekend.

The talks involved Prof Emmanuel Edouard, economic adviser to President Shehu Shagari, Alhaji Abubakar Alhaji, the permanent secretary at the Ministry of Finance, and the governor of the Central Bank of Nigeria.

"We have made a lot of progress," Prof Edouard said yesterday. "We want to get this matter settled as quickly as possible so that letters of credit can again be confirmed."

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Nigerian officials see progress in trade debt talks

By QUENTIN PEEL, AFRICA EDITOR

NIGERIA's top three economic officials left London yesterday after preliminary discussions with banks involved in the proposed refinancing of part of the country's arrears on trade payments and are expected to return at the weekend.

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By CANUTE JAMES IN KINGSTON

BRITAIN recorded a £12.4m surplus on trade last year with the 12-member Caribbean Economic Community (Caricom). This was an increase of 189 per cent on Britain's 1981 trade surplus with the community.

Despite a general reduction in international trade, the volume of two-way trade between Britain and Caricom grew last year to £294.8m—£40m more than in 1981. This was spread both ways with the UK last year export-

ing £22.2m more and buying £1.8m more from community countries.

Of the larger members of the Caribbean community, only Guyana recorded a surplus in trade with Britain, exporting £23.7m more last year than it bought. Guyana's surplus in 1981 was £2.1m.

At the other end of the scale came Trinidad and Tobago, which last year recorded a £28.3m deficit on trade with the UK.

Alusuisse technology is cost-effective in small production runs too.

Norwegian passenger trains: 30 aluminium large-extrusion design coaches built with existing sections.

Delay in Australian LNG deliveries agreed

International and Chevron Oil Trading.

A group of five Japanese power utilities and three gas companies signed a letter of intent in July 1981 to buy 5.8m tonnes of the LNG per year for 19 years. But negotiations on price have not been completed.

The Australian sellers of the LNG are Shell Development (Australia), Hematite Petroleum, British Petroleum, Cunib Electric Power, Kansai

Electric Power, Chugoku Electric Power, Kyushu Electric Power, Tokyo Gas, Osaka Gas and Toho Gas.

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The project partners, EEC and Japan are scheduled for June, July and again in October.

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UK NEWS

Tory poll victory would spur new spending cuts

BY PETER RIDDELL, POLITICAL EDITOR

A WIDE review of long-term public spending plans and Civil Service manpower looks certain after the general election if the Conservatives win.

That follows the failure of a recent review to find any significant reductions in spending and manpower below currently planned levels. Consequently, the Conservative election manifesto, to be published today, is expected to contain only a general reference to reducing the share of the public-sector in total national resources.

Mrs Margaret Thatcher, the Prime Minister, had asked spending departments to suggest cuts in expenditure beyond those already planned for the period up to the end of the decade. That was intended to provide room for the tax cuts which Mrs Thatcher wants.

Most spending ministers argued that their programmes had already been cut substantially and could not be reduced further without severely restricting services. They were also reluctant to discuss politically sensitive cuts just before a general election.

A related exercise to reduce further the number of civil servants,

has also been hindered by the attitude of spending ministers. Present policy is to cut the number to 630,000 by April 1984 and it was hoped to find ways to shed even more.

Treasury ministers and officials make no secret of their dissatisfaction with this. They are determined to put new impetus into the review after the election when the annual survey of spending plans comes before ministers. The Treasury hopes that Mrs Thatcher will put her political weight behind the exercise.

The review is a continuation of last autumn's row over the leaked Central Policy Review Staff paper on long-term trends in public spending. The central issue is that, in present plans, this spending is set to grow by around 1 per cent a year in most terms after adjusting for inflation.

This trend will severely limit the scope for cuts in income tax that the Tories want to make a priority.

On present plans, the most that can be expected is a reduction in the share of public expenditure in national income as the economy expands. At the time of the budget, the Treasury projected a decline in

State oil group set £10m profits target over next four years

BY RAY DAFTER, ENERGY EDITOR

STATE-OWNED British National Oil Corporation, which is at present losing money on its North Sea trading activities, has been told by the Government to make pre-tax profits totalling £10m over the next four years.

The financial target is revealed in the annual report published yesterday. This shows that between August and December last year — the first five months of activity for BNOC as a separate trading company — the corporation made a pre-tax profit of £1.9m.

BNOC, whose exploration and production interests were floated off at Britoil last year, markets some 60 per cent of UK oil production, most of it on behalf of the Government.

The report says that while the corporation's annual turnover will continue to be measured in billions of pounds, there will be "very limited" opportunities for making a profit. Under agreements with oil companies, BNOC must buy and sell the state's oil entitlement at the same price; profits can be generated only by third party trading and investments.

Lord Croham, chairman, reports that losses were incurred by the corporation early this year as a result of a deterioration in trading conditions. It is understood that BNOC is still losing money as a result of its inability to sell all its crude at the official contracts rates.

In his report, however, Lord Croham says: "A degree of normality has now returned to the market, and demand is expected to strengthen over the balance of the year."

BNOC's sales in the final five months of last year totalled £3.157m. Most of the oil was acquired through state participation deals, instituted by the Government as a means of ensuring supply security at times of shortages. In addition, the corporation sold oil acquired in lieu of state royalty payments or traded on behalf of Britoil.

The report is published at a time when the corporation is at the centre of considerable controversy. Several major companies have called for BNOC's abolition or restructuring on the grounds that it interferes with oil industry market forces.

Printers bid for makers of Monopoly

By Charles Bechelor

NORTON & WRIGHT, a printing group specialising in lottery tickets, is to make a £10m share bid for John Waddington, the much larger printing and packaging group best known for the board games, Monopoly and Cluedo.

Waddington, which is in the process of changing its name to Norton Open, is expanding rapidly after a management reorganisation.

Waddington has been going through a difficult time and has made big economies, particularly in its games division. A number of its senior executives have left to join Norton which, like Waddington, is based in Leeds, Yorkshire. Mr Peter Stephens, Waddington's company secretary, said the bid would be contested.

Norton is offering eight of its own shares for every five of Waddington, valuing each Waddington share at 17p. Norton's financial advisers, Samuel Montagu, will provide a cash alternative worth 132.8p, a share by underwriting the new Norton shares at 80p each.

Planned Atlantic air link for business travellers faces test

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

from both the Department of Trade and the CAA.

People Express will be catering for the cheapest end of the market, with a fare of \$149 single, London-New York, whereas British Atlantic will be trying to tempt the business traveller from the existing airlines — British Airways, Pan American and Trans World Airlines — no the London-New York route.

Departures would be timed to suit business travellers with three daylight flights a week leaving Kennedy Airport at 9 am and two leaving at 7.45 pm; departures from Gatwick would be at noon or 10.45 pm.

The airline says that it would carry about 80,000 passengers a year and in its first full year expects to earn a profit of about £2.4m on revenues of about £27.3m.

"British Atlantic will help to restore the UK presence on this vital air corridor which was lost with Laker's demise in early 1982," the airline says. "In addition, it will more equitably balance the demonstrated need by British citizens to use a British carrier."

Moran challenged on company purchase

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

MR CHRISTOPHER MORAN was alleged in the High Court in London yesterday to have "manipulated" the purchase of an insurance broking concern, Christopher Moran Group (CMG), by Chesterlodge, a company he owns, for less than its true value.

The allegation was made by Elgningrade, a company controlled by Mr Kenneth Rohan, of the Irish Rohan Group, Elgningrade, whose only asset is 200 of the 17.3m issued shares in CMG, appealed unsuccessfully against an order that it must provide £2,000 security for Chesterlodge's legal costs if it wanted to challenge Chesterlodge moves to acquire its CMG shares compulsorily.

Chesterlodge's offer for CMG has been accepted by more than 97 per cent of CMG shareholders and it is, therefore, entitled by the 1948 Companies Act to acquire the balance compulsorily.

Mr Justice Harman said that there appeared to be considerable oddities about the valuations of Moran House, which "causes one's eyebrows to rise slightly," and which warranted investigation.

There were further allegations of a more unpleasant sort, alleging that Mr Moran might have a more extensive interest in CMG than had been disclosed in the Chesterlodge offer document. None had been proved and they might turn out to be entirely unfounded, but they too made it a matter for investigation.

Mr Roban's move was plainly altruistic if he succeeded because it would personally benefit by only about £16. He was acting on a point of principle and it was undesirable that such a venture should be stifled by the imposition of an order for security.

There was, however, no evidence that Elgningrade would be unable to proceed if the security order was upheld. Although its issued share capital was only £2, and its visible assets about £40, there was no evidence that it would have any difficulty in procuring Mr Roban to provide the £7,000 on its behalf, the judge concluded.

Television opens up to financial advertising

COMPANIES listed on the London Stock Exchange will in future be able to advertise their results on independent television and radio.

It is one of a number of changes announced yesterday by the Independent Broadcasting Authority (IBA) aimed at giving financial advertisers greater flexibility in using television and radio.

The new rules will also permit:

- Greater promotion of company prospectuses;
- Inclusion of more financial information in corporate advertising;
- Advertising of savings facilities, guaranteed by other EEC governments, in non-sterling currencies.

The IBA said the advertising would be vetted and, "where necessary", referred to an independent consultant before transmission. "Advertisements must not mislead by exaggeration, omission or selectivity," it added.

Fleet Street newspaper executives said they did not expect a serious loss of advertising revenues.

Options for trusts

UNITS TRUSTS will be allowed to make use of options from June 1. The decision by the Department of Trade, comes within days of a Treasury decision to let pension funds play a more active role on the London International Financial Futures Exchange, and signifies a growing acceptance by the regulatory authorities of the new financial markets.

BL warning

LEYLAND VEHICLES, BL's truck making outfit, would be in jeopardy if a strike over redundancies at the Albion axle plant in Corby, Northants, are to be put on short-time because of a serious drop in orders.

RICOH—Living with Constant Change

By Geoffrey Murray

In his latest annual report, Ricoh Chairman Takashi Ouye quoted a remark made by Heraclitus, a Greek philosopher who lived some 2,500 years ago, that "You can never step twice in the same river." Noted Mr. Ouye: "In this lucid metaphor, Heraclitus was stating a simple truth: change is a constant and irreversible factor in everyone's life." As far as Ricoh's main business line, office business machinery, is concerned there is certainly a process of constant change. And the company's top executives have visions of even more dramatic upheavals in the future. It was to this point that Mr. Tadahiro Kokushi, President of Ricoh Europe S.A., mainly addressed himself in this interview.



Tadahiro Kokushi
President
Ricoh Europe S.A.

Murray: Are there any dangers in this communications explosion?

Free Communications for World Peace

Kokushi: Well, I think technology has now outpaced the existing rules of communications, and there is a pressing need to develop some new internationally-accepted criteria, especially where you wish to keep certain information confidential. Each country traditionally has tried to protect its own interests by keeping certain information secret. But the advancement of machines is causing revolutionary changes that must be matched by new thinking processes. With the development of communications satellites, there is a constant flow of information across traditional borders. Not everyone is happy about this. Personally, I think the answer is a greater openness in communications. It has often been said that "free trade creates world peace." Well, I think it can now be said that "free communications leads to world peace" also.

Murray: One of the main worries about the current rapid advance of automation is the destruction of human jobs. In many factories the majority of assembly work is now done by robots. Companies in Japan are having to exercise considerable ingenuity to cut their work force, and many are cutting back on their hiring of school graduates. The same process seems to be occurring now in the white collar sector as office automation takes hold. If automation is going to create mass unemployment, isn't this going to be a major problem for future society, defeating the very objectives that you have already spoken about?

Kokushi: I think modern society basically is motivated by a limitless desire for information. This information is becoming day by day more diversified, with tremendous influence on human life. Whether you like it or not, information has become an indispensable social need and this is now being reflected in the rapid advance of office automation. The main merit of this new communications system is that it will provide more time for people to think, creating breathing space for them to lead more creative and useful lives. Communications will become cheaper, faster and better as time goes on. Nobody knows what the ultimate target will be, because, as you advance the goal recedes more and more into the distance. As far as international communications are concerned, facsimiles, teletext and telex systems are now starting to dominate.

Kokushi: The question may be relevant to factory automation, although many companies are coping by expanding their activities into new business fields. I don't really think there is going to be a problem in the office automation area, however. Ricoh played a leading role in the production of a report last year by the Japan Business Machinery Industry Organization entitled "The Vision of the Business Machine". The employment aspect of OA was very carefully considered. It was anticipated that by 1990, there would be just over 28 million white collar workers in Japan, compared to 23.740 million in 1979. That would represent an increase from 43.4 to 47.4 per cent of the total Japanese work force.

But the most interesting aspect is a prediction of a very rapid shrinkage in the number of managers and administrators. In 1979, there were an estimated 10,516,000 such people in the Japanese work force. By 1990, this will shrink to 3,714,000. At the same time, the clerical work force will rise from 9,346,000 to 11,645,000, and there will also be a big increase in the number of professional and technical staff.

Less Managers, More Clerks

The United States Department of Labour produced a similar study, with only one variation...the number of managers will increase not decrease. What this means for Japan is that the machine will take over a greater part of the information-processing and decision-making role, vital as the business world becomes more difficult and competitive, while there will be an increasing need for general administrative staff to keep the system running. So, I don't foresee any major unemployment problem through OA, and I believe society has great resilience to adapt to the changing environment. If we handle it right OA can enrich our lives.

Murray: Within Ricoh you have already demonstrated the advantages of OA through, for example, the on-line satellite communications system you call RIONS. Could you explain how it works?

Kokushi: Our central service parts centre in Japan is connected by satellite with all our operations in Europe and the United States. Each day, the number of parts used by all our customers are reported back to the centre on a real time basis. When the number of parts at any of our sales outlets falls to a certain level, orders are automatically placed by computer for replenishment. That means no one should ever have to wait for a replacement part.

Murray: To sum up, what is the main thrust of Ricoh's business activities from now on?

Kokushi: Ricoh was one of the first companies in the industry to view its products as part of a total office automation concept. We won't expand this concept by developing systems that integrate two or more information handling processes. There are two key areas: one, as I have already mentioned, will be merging mechanics and electronics in "mechatronics"; the other will combine optics and electronics to form a new science called "optoelectronics".

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UK NEWS

Peter Riddell, Political Editor, assesses the difference between the British parties

Policies show biggest contrast in over 50 years

THE BRITISH electorate on June 9 is being offered a choice of completely different approaches to the running of the economy and to the UK's international relationships.

The programmes of the parties diverge far more than at any time in over 50 years. The policies of both the Conservative and Labour parties represent not only a big contrast with each other, but also with the consensus about the running of the economy and society which dominated British politics from the late 1940s to the early 1970s.

Now there is a major third group, the Social Democratic / Liberal Alliance, which rejects such ideological divisions and wishes to build on the post-war consensus.

The political system was dominated by the Conservatives and Labour until the mid-1970s. Between them, the parties won over 90 per cent of the total vote at elections during most of the post-war period, and often a higher proportion.

The Conservatives have traditionally been the party of the middle class, of business and agriculture.

In contrast, Labour has drawn most of its support from the industrial working class and has had close formal links with the trade unions which have provided most of its finance.

The balance shifted during the 1970s. The decline of the traditional industrial working class and the rise of a new middle class in public

sector and professional jobs blurred class lines.

So class identification with a particular party weakened, at the same time as the economic and social pressures of the 1970s were leading the parties into more ideological and extreme positions.

The result was a decline in the dominance of the Conservative and Labour parties. In the two 1974 general elections, the main parties took only about three quarters of the total

and the Midlands, the shires and the suburbs. In contrast, Labour became even more the party of the inner city, of manufacturing towns, the North, Wales and Scotland.

A new challenge quickly appeared in the shape of the Social Democratic Party (SDP), which soon allied itself with the Liberals under Mr David Steel to present a joint programme and to arrange a division of candidates between themselves.

The SDP was formed by leaders of the right wing of the Labour Party who had been increasingly worried by what they saw as the leftwards drift of Labour, especially in its international policies and by the growing power of far-left groups, some with Trotskyist links.

The key events were a series of constitutional changes which reduced the power of elected Labour members of the House of Commons and the election as leader in November 1980 of Mr Michael Foot, a lifelong standard bearer of the left, rather than Mr Denis Healey, a determined right-winger and internationalist.

The SDP was formed in early 1981 by Mr Roy Jenkins, the president of the EEC Commission in Brussels from 1977 to the end of 1980, along with Dr David Owen, the former Labour Foreign Secretary and two other ex-Labour Cabinet Ministers, Mrs Shirley Williams and Mr William Rodgers.

Their opportunity was increased by the more ideological tone taken by Mrs Margaret Thatcher after she became Conservative leader in 1975 and Prime Minister in 1979, and by the sharp rise in unemployment in 1980-81. The Alliance enjoyed a big initial surge in support, winning a number of by-elections, and a realignment of British politics seemed in prospect.

Inflation is to be restrained by discussions on the distribution of all incomes, profits, prices and dividends in a national economic assessment involving the trade unions and industry. The party also proposes greater state involvement in the running of industry.

Perhaps the biggest break with the past are the proposals that Britain should leave the EEC and should adopt a policy of unilateral nuclear disarmament, rejecting the deployment of cruise missiles in Britain and negotiating the closure of all US nuclear bases.

This programme has been accepted, with some private qualifications, by centre-right leaders such as Mr Healey, Mr Peter Shore and Mr Roy Hattersley. The party has achieved a fragile unity ahead of the election. These leaders have joined with the trade unions, whose votes dominate the party's decisions in supporting Mr Foot.

Yet Labour starts the campaign well behind the Conservatives in the opinion polls. This is coupled with a firm com-

mitment to Nato and to the current round of disarmament talks. The Conservatives also stress Britain's membership of the EEC.

The Labour approach is completely different, reflecting the leftward shift of its policies. There is a commitment to a major expansionary programme, led by increased public spending, to fulfil the priority of cutting unemployment.

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Mrs Margaret Thatcher: her 'resolute approach'

The SDP / Liberal Alliance also starts the election in a weaker position than it hoped. This is because of the strength of Mrs Thatcher after the Falklands war and because of a recovery in Labour's support in Parliament. The Alliance is well short of the level.

Under Britain's first-past-the-post voting system, a party with wide national support has to achieve more than 30 per cent of the total vote in order to win many seats in Parliament. The Alliance is well short of the level.

He refused suggestions by the Prime Minister and other Conservative leaders that higher government borrowing inevitably entailed higher interest rates.

Mr Shore was questioned at the party's press conference which will be held daily during the election campaign about the exchange rate policy which would be pursued by a Labour government. He refused to specify a particular party for the pound but, he commented: "I do believe that we have to have a competitive and honest pound."

"By competitive, I mean one which genuinely reflects the relevant costs of production in this country."

Mr Shore renewed his attack on the Government for keeping interest rates at high levels to prop up the pound and produce the "ridiculous" over-valued currency which, he said, caused such damage to British industry in 1980 and 1981. Since then the pound had moved down quite substantially.

Mr Denis Healey, the deputy Labour leader, also played down the effect of higher government borrowing on interest rates. He claimed that in the first year of implementation the new programme would have the effect of only raising the level of public sector borrowing as a percentage of gross domestic product, from 3.3 to 5.7 per cent.

Labour insists interest rates would not soar

BY IAN OWEN AND MARGARET VAN HATTEM

Recalling his own period of office as Chancellor of the Exchequer, he stressed: "That would be well below the level prescribed for me (5.8 per cent) by the International Monetary Fund."

Mr Michael Foot, the Labour leader, kept up the party's theme of unemployment and wasted resources during a tour of towns in north-west England yesterday.

A job should not be a gift - it should be a right, he told an audience in Liverpool. The most terrifying and tragic aspect of Tory policies was the waste of Britain's young people, he said. Over half the



Mr Peter Shore: need for a 'competitive' pound

16 to 17-year-olds were now out of work; 1.25m under 25s were out of work, a quarter of them for more than a year; in Liverpool alone 7,000 school leavers were registered unemployed.

"Most of those who are not actually on the dole (unemployment pay) now are in dead-end schemes which do no more than delay their arrival on the dole queue," he said. "This is a waste of a generation."

"Many people growing up now are being trained for a world with no work, no money and no hope."

Conservatives see new hope in UK

BY OUR POLITICAL STAFF

THE CONSERVATIVES held the first party political election broadcast on television last night with the message: "Britain's on the right track - don't turn back."

The broadcast - paid for by the party - stressed the Government's achievements since coming to power in 1979. It said it had required "courage and perseverance" to reverse Britain's decline, but now the "first fruits" were beginning to be seen.

It claimed that Britain was coming out of the world recession "even faster than France and West Germany." Exports were at record levels, productivity and the standard

Scottish nationalists urge 'massive' vote

BY MARK MEREDITH

MR GORDON WILSON, chairman of the Scottish National Party (SNP), said yesterday that Scotland must play the nationalist card to fight the destruction of the region's economy.

Launching the nationalists' election campaign, he predicted the party would improve on the two seats held in the last parliament.

Mr Wilson said there were more than a dozen seats where the SNP was poised for victory, although he refused to name them. In the 1974 election, the nationalists held 11 seats.

Mr Wilson said that any vote in Scotland other than a nationalist vote would see the continued obliterating of Scottish industry.

"The only time Scotland gets noticed is when there is a massive vote for the SNP," he said. Independence was the solution to most of

the fundamental problems facing Scotland.

"By playing the nationalist card, Scots can save Ravenscraig (steelworks) and the Scottish shipbuilding industry," he said. "By voting SNP, Scotland can win oil revenues, now worth \$1m every hour of every day, to cut unemployment and fight poverty."

Mr Wilson said that the SNP was the only alternative to continue under London rule.

The party's election manifesto will be published tomorrow. It is likely to elaborate on SNP themes of independence, devolving oil revenues to create jobs, and a ban on nuclear weapons.

The party had decided not to support a candidate to stand in the Prime Minister's constituency in London.

Heath speaks of 'switch'

By Our Political Editor

MR EDWARD HEATH, the former Conservative Prime Minister, yesterday maintained his detached style of support for Mrs Margaret Thatcher's election campaign.

Interviewed on BBC Radio, Mr Heath said he would be fighting with the Conservative Party and speaking up and down the country.

In language somewhat different from the official party slogan of the "resolute approach", Mr Heath said there had been a switch in the Government's economic policy.

"At the start there was simple monetarism and the belief that all you had to do was fix the money supply and everything else would follow." But there had since been a development of government policy.

The Alliance was launching its Welsh election manifesto, entitled "The Priorities for Wales", with unemployment as the main issue. Its programme sets out a series of measures to cut Welsh unemployment by 60,000 within two years from its present level of over 180,000, or 17 per cent.

Labour's plan to withdraw from the EEC was attacked as "nothing short of economic madness" which would cost 100,000 jobs in Wales alone.

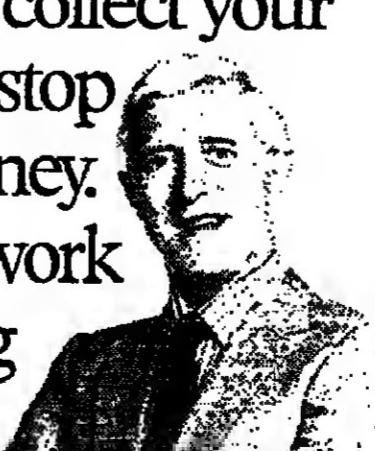
IS BURNING UP AND DOWN THE MOTORWAY BURNING UP OUR ENERGY?



Even without accidents or hold-ups, motorway driving is a tiring and frustrating business. You daren't stop concentrating.

Admittedly, a long drive might allow you time to collect your thoughts. But then try writing them down. And if you stop for a quick bite, you just lengthen the time of your journey.

So why burn up valuable energy when you can work and relax in comfort and arrive at your meeting feeling ready to face anything? **This is the age of the train**



FT COMMERCIAL LAW REPORTS

Stricter criteria for Mareva injunctions

NINEMIA MARITIME CORPORATION v TRAVE SCHIFFAFTSGESELLSCHAFT mbH und Co KG Queen's Bench Division (Commercial Court); Mr Justice Mustill; May 10 1983

AN INJUNCTION to freeze a defendant's assets pending judgment in the action against him will only be granted if the court is satisfied that the plaintiff has a "good arguable case" meaning a case which is capable of serious argument, though not necessarily one with more than 50 per cent chance of success.

The second question was what type and degree of prejudice in the shape of risk of dissipation of assets must a plaintiff show before the defendant's assets could properly be detained to await a possible trial.

It was not enough for a plaintiff to assert a risk that the assets would be dissipated. He must demonstrate it by solid evidence.

That evidence might take a number of different forms. It might consist of direct evidence that the defendant had previously acted in a way which made the plaintiff reasonably to be relied upon. Or, the plaintiff might be able to found his case on the fact that inquiries about the defendant's characteristics led her to a blank wall.

Precisely what form the evidence might take would depend on the particular circumstances of the case.

It would not be enough merely to prove that a company was incorporated abroad, and to argue that there were no reasonable assets in the UK arising out of the sale of the ship.

* * *

HIS LORDSHIP said that the Niedersachsen was sold under a contract in the Norwegian sale form. Clause 18 provided that the vessel should be delivered "free of average damage affecting class".

Before delivery, the buyers applied ex parte for a Mareva injunction, alleging that the vessel was out of conformity with the contract in that there were leaks in the tubing of the starboard berth, and other defects. They asserted that should they take delivery and pay the price, they would have no security and would be effectively prevented from pursuing legitimate claims against the seller.

The court declined to grant an injunction. The ship had not been tendered for delivery, the price had not been paid, and the buyers had no cause of action in respect of the alleged defects. There was, at that time, no asset to be attached, and no claim for which to attach it. That ruled out any question of an injunction.

Undeterred, the buyers re-applied ex parte for a Mareva injunction, alleging that the vessel was out of conformity with the contract in that there were leaks in the tubing of the starboard berth, and other defects. They asserted that should they take delivery and pay the price, they would have no security and would be effectively prevented from pursuing legitimate claims against the seller.

Counsel for the buyers criticised the sellers' evidence, saying it was incomplete and unsatisfactory.

Neither of those attitudes was wholly correct. A judge who heard proceedings inter partes must decide on all the evidence laid before him.

Also, a plaintiff had no right to criticise the defendant's evidence for omissions or obscurities. The less impressive his evidence, the less effective it would be to displace any adverse inferences. But there must be an inference to be displaced if the injunction were to stand. Comment on the defendant's evidence must not be taken so far that the burden of proof was unconsciously reversed.

The omissions in the present case were such that if the sellers had the task of making the court confident that the money would be there when called for, it was doubtful that they would have succeeded. But that was not their task.

They had no obligation to disclose their financial affairs simply to answer a challenge from the buyers which was unsupported by solid evidence. Their reticence did not justify the inference that they had unconfidential facts to hide.

The buyers failed to prove a degree of risk sufficient to justify the maintenance of the injunction. The injunction would be discharged.

The sellers had also contended that the case was an abuse of the Mareva procedure.

There was something unattractive about the idea of a buyer paying the full price and preparing himself behind the seller's back to deprive him of part of the price. That gave the buyer the best of both worlds.

He was spared the awkward decision whether to reject the sale goods with possible commercial loss to himself coupled with the risk of an action by the seller for non-acceptance.

Instead he got the goods, avoided an action, and could sell himself from a cross-claim in damages pursued in his own good time.

It was doubtful that that was a proper use of the Mareva jurisdiction.

Application granted.

For the buyers: Stewart Boyd QC and Victor Lyon (Holman, Fenwick & Williams).

For the sellers: Tim Young (face & Co.).

By Rachel Davies
Barrister

GEC set to retake lead in body scanner market

BY DAVID FISHLOCK, SCIENCE EDITOR

GEC has launched a strong bid to regain for Britain the world lead in electronic diagnosis of illness, once held by EMI with its EMI-Scanner.

In a programme recently approved by Lord Weinstock, GEC's managing director, the company will invest £1m to £3m (£9.5m - £12.4m) by 1985 in research and engi-

nering facilities at Wembley for Picker International, mainly in support of new types of scanner.

Eighty per cent of Picker International is owned by GEC and 20 per cent by Cambridge Instrument. It was set up in 1981 when GEC bought Picker from RCA and merged it with its medical electronics company.

In £50m - plus sales last year are estimated by its president, Dr Terry Goold, to rank fourth in volume behind the medical divisions of Philips, Philips and U.S. General Electric.

Diagnostic imaging systems and other hospital electronics account for two-thirds of Picker's sales, with the balance coming from hospital supplies and services.



Diagnostic imaging systems and other hospital electronics account for two-thirds of Picker's sales, with the balance coming from hospital supplies and services.

Insured cannot cancel underwriter's line

GENERAL REINSURANCE CORPORATION v NORSAK-RINGSARTKEBOLAGET FENNA PATRIA

Court of Appeal (Lord Justice Oliver, Lord Justice Kerr and Lord Justice Slade); May 13 1983

from Canada to Europe on a warehouse to warehouse basis. One of its customers used a warehouse in Antwerp.

Fennia reinsured its liabilities by a "whole account" reinsurance on all risk terms. It also placed facultative reinsurance against the risks of fire and flood at the warehouse in Antwerp.

That reinsurance was written by means of a slip on which various underwriters subscribe towards the 100 per cent cover by writing "Lines" each line gives rise to a contract which binds the insured and the underwriter equally; and accordingly the insured is not entitled unilaterally to cancel that contract in the period remaining before the slip is fully subscribed.

The Court of Appeal so held when allowing an appeal by the general reinsurance corporation, from Mr Justice Staughton's decision ([1982] QB 1022) that the reinsured, Fornairingsaktiebolaget Fennia Patria, was entitled to cancel an amendment slip signed by the reinsurer before the slip had been subscribed 100 per cent.

* * *

LORD JUSTICE KERR said that Fennia was an insurer carrying on business in Finland. It insured paper products in transit

from Canada to Europe on a

warehouse to warehouse basis.

One of its customers used a

warehouse in Antwerp.

Fennia reinsured its liabilities

by a "whole account" reinsurance

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underwriter equally; and

accordingly the insured is not

entitled unilaterally to cancel

that contract in the period

remaining before the slip is

fully subscribed.

* * *

Where insurance risk was not

covered by one insurer, and the

slip method of participation was

used, the total cover resulted

from the conclusion of individual

contracts made with various

underwriters.

If a claim arose, the legal

position was that the insured

reinsured could only claim

against the individual under-

writers to the extent of the

proportion they had under-

written.

In placing the cover in that

way, the completion of the slip

might well be ten days or weeks.

In the great majority of cases,

the first line, written by the

leading underwriter, would be

followed by the remainder

of the insurance market.

In the case of an original slip,

if the loss was partially covered

by a line, an insured would

have no interest in exercising an

option of rescission. He would

hold the subscriber to the con-

tract even though intervening

events had made it impossible

for the slip to be on the same

terms. In such cases no question

of exercising any option to

rescind was ever likely to arise.

However, in the case of uncom-

pleted endorsement slips, the

position would be different.

according to whether the amending line increased or de-

creased the extent of the cover.

In such cases, if the alleged

option existed, the position of

the insured or reinsured would

be "heads I win, tails you lose."

If the cover were increased, he

would hold the underwriter to

his line; but if it were decreased,

as in the present case, he would

seek to exercise the option.

The relevant law on the issue

was clear: "Every usage . . . in

respect of a particular occu-

pation . . . must be notorious,

certain and reasonable"

(See *Halsbury's Laws of England*

4th ed para 450).

A "usage" was the technical

term for a custom or practice

which was imported into any

transaction as a matter of bind-

ing obligation.

The evidence did not go any

further than establishing an

existing custom, and

at his unfeathered option to can-

cel the contract resulting from

the writing of a line on an

original slip which was

immediately binding on the

underwriter.

There was no evidence what-

ever suggesting the existence of

any such custom in relation to

endorsement slips, let alone after

the occurrence of a loss, which

depending on the terms of the

slip, would place the insured or

reinsured in the "heads I win,

tails you lose" position.

Accordingly, Mr Justice

Staughton's conclusions concerning the allegation of a binding custom could not be accepted.

Also, if it was impossible to conclude that an unfeathered option of cancellation arises by implication of law as a matter of necessary business efficacy.

Any such implication would be unnecessary, since it was always open to a broker wishing to exit the market without committing to do so by circulating a "quotation slip".

In the case of endorsement slips the implication of an option by which the insured or re-in- sured could cancel or hold the underwriter to his line in the face of a claim which had arisen in the meantime would be unrecognisable, since one party would be at the mercy of the other.

The appeal must be allowed and Fennia's counterclaim dismissed.

Lord Justice Oliver and Lord Justice Slade gave concurring judgments.

For Fennia: Michael Horren, QC and Jonathan Sampson (Ince & Co).

FINANCIAL TIMES

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Wednesday May 18 1983

Constraints on new policy

UNEMPLOYMENT in the OECD area is at its highest level since World War II and continues to rise; East-West relations are at a dismally low ebb; the structure of international trade and finance is under acute strain; and a wave of concern over nuclear arms is sweeping the industrial democracies. This familiar (and abbreviated) litany of woes suggests that if ever there was a time for a major shift in several key areas of Western policy, this is it.

On the face of it the Williamsburg summit which starts in ten days ought to present a fine opportunity to shift policy in a constructive direction. Yet scarcely anyone is optimistic about the outcome. Does this point to a lack of political leadership? Or does the mess that we are in reflect some deeper malaise in the industrialised countries?

Valuable light

No opinion poll could provide an answer to questions such as these. But an international poll carried out by the Louis Harris organisation for the Atlantic Institute and published in the Financial Times on Monday, does cast valuable light on the constraints that public opinion imposes on Western policy and on the readiness of electorates to stomach tough and expensive medicine.

One of the more interesting findings concerns the attitude of Americans to their own structural budget deficit, which is regarded by the rest of the world as one of the root causes of the world's more pressing economic problems. Over the past six months, according to the poll, there has been a huge increase in concern in the U.S. over excessive government spending. Apart from the Netherlands, the United States is the only country in the survey of nine where the fear of inflation has increased over that period.

Yet when it comes to the ground components of the budget—defence—people's feelings are equivocal. Americans are apparently more concerned about the inadequacy of their own defences than anyone else—despite being less concerned at the threat of war than anyone else, and despite being as anxious as everyone else to divert resources from the defence area into social security, health and education. They also appear more discontented with their politicians than people elsewhere. Yet the tension between monetary and fiscal policy under the Reagan Administration, the simultaneous desire for prudent financial housekeeping, more welfare and a bigger defence programme, seems to reflect very

accurately the innate conflict in the electorate itself.

As the economic recovery gathers pace, some change in policy will be forced on the United States. Either the debt raised to finance the deficit will be monetised and more inflation will follow; or the high real interest rates that the huge budget deficit helps to foster will cause the recovery to falter. It follows that if President Reagan runs again, he will find it harder to be all things to all men. If the political will to address the deficit is lacking continuing trouble is inevitable.

That tension is bound to spill over further into transatlantic relations, where the Harris poll reveals an old and familiar difference of perception. Americans regard their economic predicament as a little different to which solutions are to be found in Washington. By contrast most Europeans see a world economic crisis of a deeper kind which calls for international treatment—presumably also by Washington.

Advantages

This is ironic today. Five years ago when the United States was exporting monetary inflation, it was more easy to understand its partners' complaints. Now that it is exporting deflation through its trade deficit (along with high interest rates), U.S. paternalism has some positive advantages for Europe.

In general, people seem aware that tough policies have left major problems unsolved, as is apparent in election results in Western Europe over the past three years. The swing has not been right or left, but simply against those in office. This underlines the extraordinary nature of the present election in Britain. By any standard Mrs Thatcher has been tough, and is still offering the most expensive defence policy, the toughest fiscal policy and, by international standards, a relatively liberal trade policy.

Mr Foot, on the other hand, offers a programme including some of the elements that the Harris poll suggests have widest appeal, with its stress on disarmament, unemployment and import controls. Yet British voters, faced with the same baffling problems as others, appear readyer to trust in socialism, with power tested in the Falklands than yet another set of technical solutions. And the respect for political will is confirmed in a rather different way by the recent poll which suggested that a Labour party headed by the notably tough Mr Healey would command far more support than the party under Mr Foot.

Moderation in farm prices

IN ITS relative moderation, the farm price package adopted yesterday in Brussels by the European Community's agriculture ministers is a victory for prudent common sense. With luck, it may even signal the beginning of a change of direction for the common agricultural policy, long criticised for its profligacy. But there is a long way yet to go before anyone can assume that the Community is firmly set on the path of reforming a policy which spends too much money on unnecessary surpluses.

The average price increase of 4.2 per cent is one of the lowest in recent years, and less than half the 10.5 per cent awarded in 1982. This is in part a testimony to the obstinacy of Mr Peter Walker, who opposed any greater increase, and to the unexpected courage of the Commission in refusing to succumb to the vociferous demands of the farming lobby.

Moot point

Whether it is wise for the Community to rely on this kind of financial sleight-of-hand as a way of preserving the illusion of common prices while at the same time handing out differential price increases, is a moot point. The best that can be said is that, on this occasion, it helped ensure an average increase significantly below the average rate of inflation in the Community.

More significant, and perhaps more encouraging for the longer term, is the introduction of clear price penalties for products in structural surplus, like milk and almost all cereals. In principle, the Community has now established fixed quantitative ceilings for these products; the more actual production exceeds these ceilings, the lower the prices to be paid to the farmers.

Such a system has the virtue of simplicity; it does not attempt

to differentiate between the various national contributions to the overall Community surpluses. But it has the corresponding drawback that, as a method of curbing surplus production, it is crude and slow. It may be taken as signal of a new approach to a problem which has long dogged the Community. Given the inbuilt potential for substantial improvements in productivity, it may have to be applied consistently for several, perhaps many, years before it produces results.

But even signals have their virtue. While the Community moves to re-examining mutual restraints over their respective farm policies in what could still turn into a trade war, it can only be helpful in advance of the economic summit at Williamsburg at the end of this month for the Europeans to be taking steps designed to bold down the growth of Community farm surpluses.

Internal reasons

But the underlying reasons for prudence are internal, and as structural as the surpluses themselves. Partly because of last year's large price award, the Community's farm spending is currently running some 35 per cent over budget. In the near future the Council of Ministers will have to confront the necessity for a supplementary budget for 1983.

The Commission's recipe for evading the consequences of a farm policy tailor-made for over-production, is to call for an increase in the budget above the permitted ceiling, while loading the extra cost disproportionately on the rich countries and those with large farm sectors.

It would be better to let the financial squeeze exert its own pressure for reform of farm expenditure.

Who comes after Harry? Since 1981, when Al Haile resigned as president of United Technologies to become U.S. Secretary of State, there has been lively speculation about who will eventually take over from Harry Gray, the 63-year-old chairman and builder of the giant U.S. aerospace, electronics and building systems group. Now, we have a clue.

Peter Scott, the 55-year-old executive vice-president in charge of the electronics business, has resigned suddenly to pursue other interests which seem to be so fascinating to some senior business executives. And Gray, who had been planning to remain as president as well as chairman until the end of this year, has instead banded the president's job over to Robert Carlson, the 53-year-old executive responsible for Pratt and Whitney and the group's other power businesses.

Carlson only joined UT in 1979, after spending 29 years with Deere and Company, the

leading agricultural equipment group. At Pratt and Whitney, he played a big part in bringing together the multi-national consortium which is working on a new jet engine to power the 150-seat aircraft of the future.

As it once said, "Competition is wonderful, but masochistic industrial self destruction is quite another thing . . . and this industry may be posing itself to do just that if it convinces itself the 150-seat chocolate cake provides adequate sustenance for all."

Under the existing board rules, Gray is due to retire at the end of 1984 unless he is expressly asked to stay on by his fellow directors. So the game may not be over yet.

Gamership

Kirkstall Road may not be an address familiar to Monopolists. But John Waddington, the firm that makes the popular board game, is suddenly taking a very close interest in a company at that address.

It is Norton and Wright, the lottery ticket printer, which is in the process of changing its name to Norton Optax. Yesterday Norton and Wright announced plans for a £1.8m bid for Waddington.

Both companies are in Leeds, only two or three miles apart. But Waddington's company secretary, Peter Stephens, says he knows little about the unwelcome suitor.

An unimpressive trading performance from Waddington has seen it move towards the Old Kent Road end of the corporate monopoly board. While Norton, under its dynamic chief executive, Richard Hanwell, has been expanding rapidly and seems to be heading for the expansive side of the game.

Waddington has yet to work out its defence. But one way of preventing Norton from passing in September, has been

ing "Go" and collecting its £200 could be an appeal to its Monopolies Commission.

Search on

The Government has cast a wide net in its efforts to find the successor to Sir Peter Parker as chairman of British Rail.

In spite of recent rumours that Bob Reid, aged 62, BR's chief executive, had been promised the job, Korn Ferry management search consultants have now been retained by the Department of Transport to scan the horizons for suitable candidates.

The use of consultants does not necessarily rule out an internal candidate. Reid, who joined the railways from university in 1947, is still the favourite inside the BR senior management team.

But informal meetings between ministers and outside candidates have been held—including one or two politicians made redundant by the constituency boundary changes.

Joel Barnett, chief secretary to the Treasury in the last Labour government, chairman of the Public Accounts Committee in the last Parliament, and an accountant well versed in the financial disciplines which Mrs Thatcher wants to see rigorously employed at BR, is the most interesting among the names said to have been approached.

No appointment will be made, of course, until after the election.

Although the Thatcher government has ruled out extreme options for cutting back the rail network contained in the Serpell report, a new Conservative government would not be likely to usher in the golden age of rail which the Labour Party manifesto is promising.

Meanwhile Parker, aged 53, who leaves the £61,000 a year post in September, has been

confirmed as chairman of Metropolitan Radio which is seeking a franchise to challenge the independent Capital Radio in London.

The company only becomes active, however, if it gets the franchise. Parker almost certainly has other irons in the fire.

Private lives

Mrs Thatcher's determination to seize every opportunity to boast private enterprise is reflected in the travel arrangements for her crowded schedule, to which will be added a flight from Cornwall to Scotland in the course of the next three weeks.

The Conservative party is chartering a 100-seat BAC 1-11 from British Island Airways, one of Britain's smaller independent airline operators. It will carry the prime minister and her party together with a group of journalists assigned to her.

Coaches to complete the journeys by road to locations for speeches and walkabouts will be from the private sector as well. They will be supplied by Wallace Arnold. One of them is to be equipped as Mrs Thatcher's travelling office.

What Minister?

The effectiveness of the Conservative Party central office security arrangements was thoroughly tested yesterday to the discomfiture of the trade secretary Lord Cockfield.

He spent 15 minutes trying to get beyond the reception desk.

After being shuffled from one official to another he finally managed to convince his interrogators that he was indeed a minister and a member of the Cabinet summoned to attend a top-level campaign briefing.

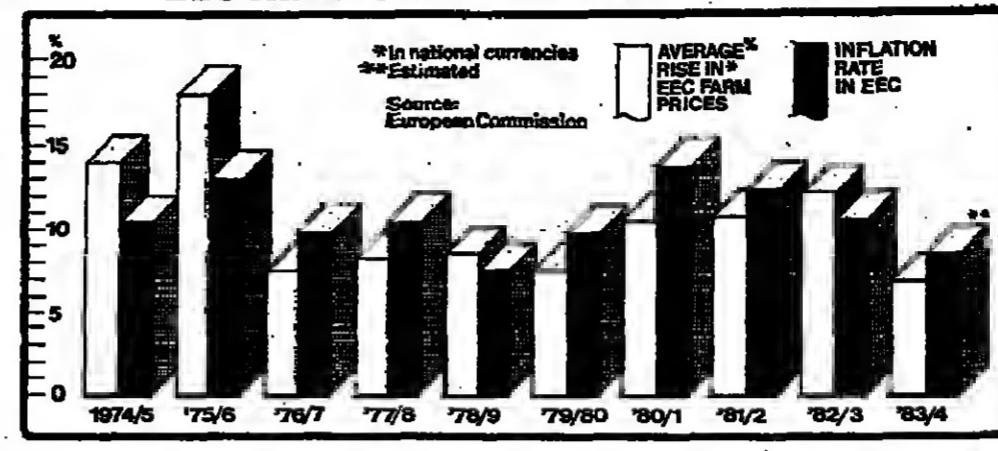
Observer

EEC AGRICULTURE AGREEMENT

The Ministers exit smiling

By Larry Klinger in Brussels

EEC FARM PRICES—THE PAST TEN YEARS



HOW EACH COUNTRY WILL FARE

	Average % rise in farm prices*	Current % inflation	Impact % on food prices†
Germany	2.0	10.3	0.8
France	2.4	15.0	1.7
Italy	2.8	11.7	1.1
Netherlands	2.6	6.6	3.0
Belgium	7.7	6.6	2.4
Luxembourg	7.2	5.8	1.4
UK	4.1	5.8	1.4
Ireland	2.0	12.5	5.0
Denmark	4.7	7.7	1.8
Greece	25.8	20.7	12.9
EEC	6.9	6.4	1.8

* In national currencies taking account of all agrimonetary or "green currency" adjustments adopted since last year's price-fixing.
† Estimated maximum on food prices and total household spending expressed in national currencies.

‡ Including alignment of Greek prices on EEC common prices following on to the arrangements decided when it joined the EEC.

SOURCE: European Commission

down, the deterioration in significant move the Council relations with other agricultural exporters, and the fact that Community farmers have recently enjoyed substantial rises in real income at a time of widespread recession.

The Commission will soon propose a supplementary 1983 budget of £900m and £1.2bn to cover increased farm support spending. Officials last night confirmed that despite the "modest" price rise, EEC farm spending could overrun even its substantial next year. The Commission is proposing a £9.0bn agricultural budget for 1984, and officials are already forecasting that £1.05bn could be needed, without any further deterioration in world markets and without taking into account any provision for 1984-85 farm price rises.

Nevertheless, in another year, threshold penalties against surplus produce.

In the past, farmers have tended to maintain their income levels by simply raising production, thereby increasing EEC export subsidies to dispose of surplus output.

The question now is whether the ministers will be able to maintain the farmers' prudent approach to their finances next year.

exports but has been hit this year by declining markets for milk, pork and chicken. Showing the global nature of the protests, on Monday alone however, farmers went into action against mutant imports from Britain on the Channel coast, fruit and vegetables from Spain in the south-west and Italian wine on the Mosel.

An uneasy truce may be in store as the farmers ponder the effect on their bank balances of the new prices. One of the difficulties remarked upon by farmers' leaders, however, has been the sheer problem, in France's highly fragmented agricultural community, of keeping members on the committee.

In the interior of the country, too, tractors have been banked up as barricades, and lorries carrying fresh agricultural produce have been systematically stopped on roads and had their contents diverted or even destroyed.

The springtime turbulence has been particularly marked in Brittany, which accounts for a large share of France's farm

exports but has been hit this year by declining markets for milk, pork and chicken. Showing the global nature of the protests, on Monday alone however, farmers went into action against mutant imports from Britain on the Channel coast, fruit and vegetables from Spain in the south-west and Italian wine on the Mosel.

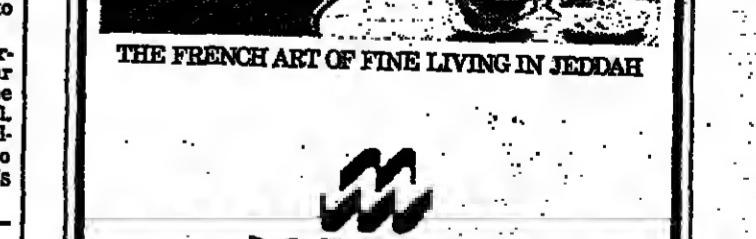
An uneasy truce may be in store as the farmers ponder the effect on their bank balances of the new prices. One of the difficulties remarked upon by farmers' leaders, however, has been the sheer problem, in France's highly fragmented agricultural community, of keeping members on the committee.

Meanwhile the Government is trying to grapple with another agricultural headache which has nothing to do with MCA's. Farmers from north-east France near Choumont are asking for their region to be proclaimed a disaster area—a because of damage to crops caused by incessant rain.

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Yasuhiko Nakasone

Japan's new-look leader

By Charles Smith, Far East Editor, in Tokyo

PARTICIPANTS in this month's seven-nation economic summit, who are used to finding their Japanese colleague a shy and inarticulate figure, with no very definite opinions on any of the items on the agenda, may be surprised when they meet the new Japanese Prime Minister, Mr Yasuhiko Nakasone.

Mr Nakasone is an emphatically Western-style leader with a strong public personality, a habit of talking a little too explicitly about some of the problems facing his Government, and a quite frank and open occupation with defence. He is likely to get on extremely well with all six Western leaders at Williamsburg, but they would be rash to assume that the new look in Japanese Prime Ministers represented by Mr Nakasone corresponds to a similar change in Japan.

Many of Mr Nakasone's bolder salutes in the fields of defence and foreign policy seem to have left his countrymen unimpressed if not actively hostile during the six months in which he has been attempting to ride Japan's wave of economic leadership role in world affairs. At best they have served to suggest—as the following series of questions and answers indicate—that Mr Nakasone may be a good deal too far ahead of the country he has been attempting to lead.

What is it about Mr Nakasone that distances him from the rest of Japan's conservative political establishment?

Principally the fact that he is not, and has never been, leader of one of the so-called "mainstream" factions of the ruling Liberal Democratic Party. Mr Nakasone's personal following within the LDP has been regarded for years as being on the fringe of the party—unlike the groups headed by the three men who preceded him in the premiership, Messrs Fukuda, Ohira and Suzuki.

It includes a larger number of politicians with distinctly nationalist leanings than the more middle of the road "mainstream" factions. Mr Nakasone himself is probably less far to the right than many of his immediate supporters but his style of politics reflects the general "tone" of his faction to a considerable extent.

Why should this particular group of people have managed to get their leader into the top job in the ruling party if other party factions are so much more powerful?

The reasons are mainly negative. The "mainstream" LDP faction which was originally headed by Mr Masayoshi Ohira, and which passed from his hands to those of Mr Zenko Suzuki after Ohira's death in 1980, had two bites at the leadership immediately before last autumn's leadership crisis (in which Mr Suzuki unexpectedly stood down). Another big "mainstream" faction, headed by former Premier Kakuei Tanaka, was out of the running so far as leadership of the party was concerned because of Mr Tanaka's embarrassing role as the chief defendant in the long running Lockheed bribery case.

Mr Nakasone thus emerged by default as the only man who was (a) in firm control of a major faction and (b) was not immediately discredited by some special circumstance. He was the natural choice for the party presidency and won easily in the leadership election of November 1982. This did not—and does not—necessarily mean that he has a firm power base within the ruling party.

His power base is so weak that does it come about that Mr Nakasone has been such an active Prime Minister?

The answer is that he has been active because of rather,

He has been active because of, rather than in spite of, his weakness

than in spite of his weakness in the party. Most LDP leaders who make it to the top in Japanese politics begin their terms as Prime Minister by consolidating their power base. This means, in practice, swiving difficult decisions and constructing carefully balanced cabinets in which seats are allocated, not to the most competent individuals available, but to those with the strongest claims on the new prime minister's favour.

Mr Nakasone chose to do the exact opposite. His Cabinet

includes a larger number of politicians with distinctly nationalist leanings than the more middle of the road "mainstream" factions. Mr Nakasone himself is probably less far to the right than many of his immediate supporters but his style of politics reflects the general "tone" of his faction to a considerable extent.

Why should this particular group of people have managed to get their leader into the top job in the ruling party if other party factions are so much more powerful?

Letters to the Editor

Last-ditch attempts to sink the frigates

From Mr D. Giles
Sir.—Mr Fishlock's article (May 13) on the Type 23 frigate does little credit to his powers of journalism and casts serious doubt upon the integrity and independence of the hull committee of the Ministry of Defence's defence scientific advisory council.

Although I have no wish to engage in a "Punch and Judy" battle with either Yarrow (or British) Shipbuilders—or with Mr Fishlock—I must point out that the article was written in complete ignorance of almost every significant design feature of the S30.

Concerning my paper, presented to the hull committee on March 10 last, it needs to be said that I was invited to speak on the "Design philosophy of the S30" and on the expressed understanding that the project was at a rudimentary stage, and on terms of the strictest confidence.

Since reading the article, I have spoken to Mr Oliver, the DSA secretary, and—contrary to Mr Fishlock's allegation—he assures me that no "report" over our meeting has yet been produced, nor have I yet seen one. He also pointed out that, considering the highly confidential nature of many of the projects evaluated, all members of the committee

are sworn to secrecy. Therefore any member who leaked information to Mr Fishlock was in breach of the terms of his engagement.

At the time I was well aware that not only is the chairman the chief naval architect of British Shipbuilders, but also that several members of the committee are from the Royal Corps of Naval Constructors—or from rival firms of naval architects—and their opposition to our design ideas is well recorded. Such, however, is the importance of the current re-appraisal of warship design following the Falklands conflict, that I was prepared to allow the committee to discuss our ideas on a preliminary basis. After all, as is well known, British Shipbuilders has conducted a series of tests on our design family and has admitted breach of copyright in respect of our Osprey design.

Therefore I am shocked that any member should abuse his position by leaking the proceedings of a confidential committee to a journalist. I am even more shocked that the journalist should use such information without reference to the target of such abuse; and I am the most shocked that you, Sir, should publish it.

Our budget for the S30 project so far is under £200,000.

British Sugar Corporation

Consequences of a sugar surplus

From the Chairman, Industry and Employment Committee, Greater London Council

Sir.—"Consequences of sugar surplus" (Leader May 9) exposes very effectively the causes of the current crises in the world sugar market. In placing the blame clearly at the door of the EEC sugar regime you reach the same conclusions as a major study recently completed by Greater London Council's economic policy group.

One element of the situation which you did not mention is the manner in which the sugar regime discriminates against the coal refiner, Tate and Lyle, and in favour of the beet refiner, British Sugar Corporation. The result of this has been that cane sugar has been marginalised in the EEC market, leading to the loss of two-thirds of Tate and Lyle's refineries and over 3,500 jobs during the last 10 years. The last significant cane refinery in the UK is situated at Silvertown in east London, where 2,600 jobs are now under threat unless there is a

higher pay to compensate for travel costs.

Our involvement in the issue of sugar arose out of an approach from the shop stewards committee at the Silvertown refinery. We welcomed the opportunity to work with trade unionists to protect jobs in London as part of our overall commitment to aiding trade union and community groups. A closure of the refinery would represent an economic and social disaster for an area already devastated by the closure of the docks and other industries and the GLC will fully support the Tate and Lyle workers against any threat to their jobs.

(Councillor) Michael Ward, County Hall, SE1

A more complex balance sheet

From Mr H. Cole
Sir.—Mr Cassidy (May 13), having calculated the cost to employers of higher rates resulting from the reduction of fares within the GLC area, omits consideration of the extent to which lower fares will reduce pressure from employees for

ignored the conventional "balancing act" between factions (giving an extremely large number of seats to the Tanaka faction) and was put together, according to party insiders, without any of the prior consultations between the Prime Minister and party elder statesmen that are normal in Japanese politics.

The only safe answer is that it is still too early to say. Nakasone's popularity (as measured by newspaper public opinion polls) plunged more rapidly during his first three months in office than that of any other Japanese Prime Minister who has held office since the war. He seems, on the other hand, to have won increasing favour with the business community (to whom he was a virtual stranger last November).

Reactions to the Nakasone style within the ruling party seem to have been mixed and could yet turn out to be negative but on the important issue of the new Prime Minister has probably scored something of a triumph.

During March and April Mr Nakasone gradually made it clear that he would not surrender to pressures from the huge Tanaka faction for the early dissolution of the Japanese diet in advance of this autumn's verdict on the Lockheed bribery case. By giving in to the Tanaka faction on the election issue the Prime Minister refuted claims that he was simply a Tanaka "dummy" and began to look much more like a leader in his own right.

What are the personal qualities that have enabled Nakasone to buck so many

sions without waiting for the emergence of a party consensus. Within a month or so of taking over as premier Mr Nakasone ordered Japan's Finance Ministry to use a discretionary fund which is normally held in reserve for emergencies as the means of jacking up the country's planned 1983 defence spending. He then proceeded briskly to sanction a long-standing American request for a two-year extension of military technology with Japan despite the fact that at least one of the Ministers involved held that this would violate existing Japanese rules on arms exports.

But the key moment in Mr Nakasone's emergence as an "activist" prime minister occurred during a visit to Washington in January. In the course of the visit he told journalists of his belief that Japan should become an "unsinkable aircraft carrier" dedicated to inhibiting military activity by the Soviet Union in any war with the US.

In the same visit the new prime minister made the (in the Japanese eyes highly controversial) promise that Japanese defence forces would be ready to blockade four international straits dividing the Japan Sea from the Pacific Ocean.

Has Nakasone got away with his strategy of "going at" problems rather than

traditions in Japanese politics?

Quality number one would seem to be a natural liking for words that distinguishes him from the vast majority of Japanese politicians. Mr Nakasone has been described as the only Japanese leader who speaks in complete sentences—but also as a man who places his own position in danger by too much straight talking. Quality number two is a tendency to see politics overwhelmingly in terms of issues rather than personalities.

Nakasone entered Japanese politics immediately after the war (after serving as an officer in the Imperial Navy) with what he has described as a "mission" to restore Japan's self-respect after the humiliation of defeat. He seems never to have quite lost sight of this original vision although events have certainly forced him to modify it.

Closely associates describe him as a covert Gaullist whose ideal is a strongly armed, neutral Japan but who has come to recognise the importance of the US defence relationship. Mr Nakasone's recent utterances about defence have continued to stress the need for "indepen-

dence" and "self-reliance".

If Mr Nakasone offers nothing but encouraging words and dramatic gestures the enthusiastic press he has so far received outside Japan could turn hostile and by too much straight talking.

To some extent Japan's external relations are already benefiting from the Nakasone phenomenon. The Prime Minis-



Mr Nakasone: an emphatically Western-style leader.

Lombard

An experiment in employment

By Michael Dixon

ALTHOUGH they found time to have a son 16 years ago Michael and Margaret Doubleday might well be the hardest working couple ever. He is a top inland Revenue official who goes out early and returns late, often bringing work home. She is equally occupied by her own accountancy practice specialising in tax problems.

They see little of each other, not least because professional decorum requires them to keep their respective work private. But in another way they are mutually dependent. The harder she works, the more time she must, and vice versa. For each is paid at once to make work for the other and to undo the work the other has done. Given strength they could keep themselves busy not just through the double day but for all eternity.

Their possessions are envied throughout their smart neighbourhood. But their son Buster is a problem. Sent to boarding school as a small child, he ran away. He has since gone to day schools and been catered for in the mornings, evenings and most holidays by a string of barely English-speaking au-pairs. Unknown to his parents, he satisfies his need for expression by vandalising telephone boxes. What the family produces, therefore, is not harm.

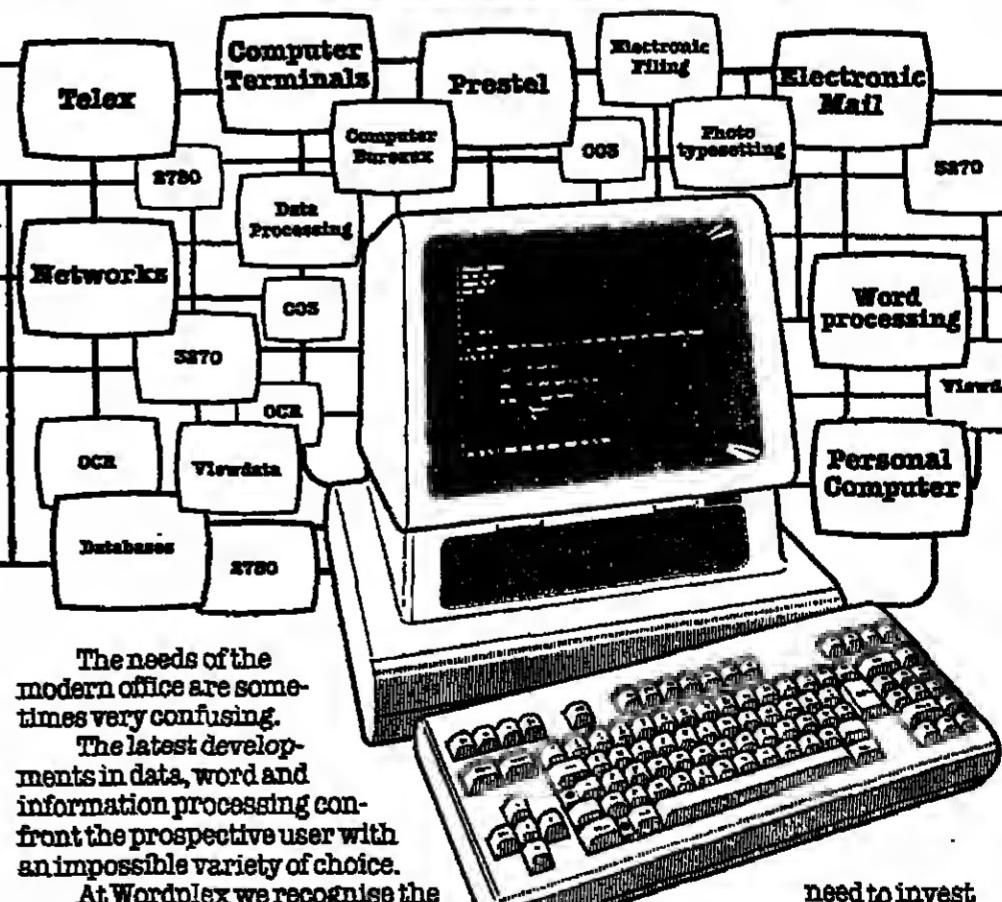
In the totally malignant strain afflicting Michael, Margaret and Buster, Doubleday's Disease is, of course, rarely if ever encountered. But milder strains seem to have spread from the production and distribution of its wealth. As technological advances have made employment less necessary for the producing activities, so it has become more necessary to people requiring a satisfactory share in the distribution.

Take, for example, the managers studied by Derek Torington and Jane Weigman of the Henley business school. Before that is evidently productive, which need not be conventional employment. For instance, the state might encourage one parent of a family—it would not matter which—to concentrate on rearing the children, keeping the property in good order and so on.

The experiment would no doubt be opposed by the Doubledays and possibly, given his state of disaffection, also by young Buster. But others might welcome it, and not only people needing to use public telephones.

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Contact Roger Winder, Director of Marketing, Wordplex Ltd, East House, De Montfort Road, Reading, Berkshire RG1 6LP.

THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

How to make statistics easier on the eye

The business use of computer graphics is booming.

Alan Brew explains why

THE vice-president of finance at PepsiCo, the world's second largest soft drink and snack food company, was thumbing through a magazine when a chart caught his eye. He tore out the page and wrote across it, "Why can't we have charts like these?"

PepsiCo soon got them joining a distinguished list of organisations from Exxon, AT&T and General Motors to the Bank of the Federal Reserve Bank and the Central Intelligence Agency—which use an Isoco computer graphics software package to generate their own high quality charts.

Isoco (Integrated Software Systems Corporation of San Diego), the leading independent supplier of computer graphics software, is currently riding a business graphics boom which is already sustaining a \$1.5bn computer graphics industry. By 1990 it is expected to reach \$18bn.

The largest part of the market has been, and will remain, the industrial application of computer aided design and manufacture (CAD/CAM). But it is business graphics—by which diagrams, bar charts, line charts and pie charts can be generated on a computer screen for output on to paper, slides or transparencies—which is expected to have the greatest growth over the next five years.

The market is rooted in the growing recognition of business graphics as a powerful management tool, which can shorten meetings, influence group decisions and make you, the graphics user, look more professional. Or in the words of Alan T. Paller, a director of Isoco and probably the most articulate and enthusiastic champion of business graphics, "You too can be a graphics hero."

Good quality charts for publication or group presentation were once an expensive luxury. Now, with an easy-to-use graphics software package a secretary at a computer screen can produce cheap, high quality, multi-coloured, three-dimensional graphs, maps, diagrams and words using non-Jargon English commands within a matter of minutes.

They can then be transferred on to paper, slides or transparencies using machines known as graphics output devices for immediate publication or presentation to reveal trends, summarise conditions, identify problems and communicate in a more direct and understandable way than pages of computer printout.

The effectiveness of graphics as a management tool has received solid endorsement from the Wharton School of Business. A six-month research project on business meetings conducted with masters in business administration candidates arriving at corporate decision makers. They were given the task of making a group decision on whether or not to launch a new light beer.

Crystal

Stylized presenters playing role of marketing experts gave opposing viewpoints. Regardless of which side they were promoting, those using graphic presentation on overhead projectors won their point 67 per cent of the time and achieved consensus in 28 per cent less time.

Presenters using overheads were also judged to be "significantly better prepared, more professional, more persuasive, more credible and more interesting."

Minnesota Mining and Manufacturing (3M), a diversified US group, is a firm believer. 3M now has more than 1,500 trained users producing almost 4,000 charts a month. More than half are produced as transparencies for overhead presentations.

"Management bare recognises the value of overheads for increasing the impact of a presentation, influencing group decisions and making you, the graphics user, look more professional. Or in the words of Alan T. Paller, a director of Isoco and probably the most articulate and enthusiastic champion of business graphics, "You too can be a graphics hero."

They are used mainly for cor-

porate planning, financial control, sales support, research analysis and training.

The ease with which the charts can be produced and their quality are significant factors in the company's high

high quality charts very quickly with the package we use."

3M uses a package called Tell-a-Graf, one of Isoco's twin products. Isoco, which recently went public and now has a market value of about \$33m,

placed it firmly in the hands of the non-technicians—the managers, clerks and secretaries.

Its arrival in 1977 coincided with two other developments.

1—Falling costs. Because of the intense competition taking place in the graphics equipment market, the cost of the output devices—the slide makers, pen plotters and computer screens—began to fall dramatically.

2—Rising quality. The introduction of high resolution inkjet plotters and slide recorders meant outstanding finished output of the charts on to paper or slides. When IBM entered the picture with a colour terminal screen, it provided the endorsement for the graphics equipment market needed.

Falling costs and high quality, combined with a package which could be mastered within a day, sparked a boom in business graphics and the fortunes of Isoco. Sales passed the \$1m mark in 1978 for the first time and hit \$16.5m last year.

Mr Peter Preuss, one of the two students who developed Disspla and now president of Isoco, identifies ease of use as the key to growth in business graphics.

"The introduction of Tell-a-Graf saw the user base of business graphics skyrocket," he says. The move is clearly in this direction. Cuechart was introduced last year as a system that further simplified the process by offering a menu of pre-designed charts. A secretary can use it by saying, for example, "generate a monthly bar chart of sales" and answering a few questions about data needed to complete the chart which is then generated through Tell-a-Graf.

A further reason for the success of the two packages is that they are both device and machine independent. This means with more than 130 specially developed adaptors known as interfaces, they can be used on most major computers such as IBM, DEC, Univac, CDC, Honeywell, Burroughs and Prime and with many different makes of graphics output equipment, not just one high-cost supplier.

Isoco is not alone in the market. It sees as its competitors other independent software suppliers and the hardware manufacturers such as IBM which offers graphics software. Certain turnkey system manu-

facturers such as Hewlett-Packard offer graphics as part of its applications and the expanding power and presence of the microcomputer has spawned many graphics products from hardware suppliers such as Apple, and software

manufacture (UK). Oct 82.

Against the background of increased job sharing work, M. Syrett in Personnel Management (UK), Oct 82.

Provides case examples of job sharing in operation at GEC Telecommunications, the Stock Exchange, and Sheffield Education Authority.

Outplacement. D. Henriksen in Personnel Journal (U.S.), Aug 82.

Reports growth in the use of outplacement services—in-houses as well as provided by external consultants—for all levels of staff, outlining benefits claimed and the range of services available.

Examines criteria for deciding whether to use in-house or consultant services, offers advice on selecting and using consultants, and discusses how in-house programmes may be established and administered.

"Let's not have a meeting" P. R. Timm in Supervisory Management (U.S.), August 1982.

Looks critically at the need for business meetings, identifies evidence of consensus overkill, and considers what so-called meetings take place: steady rounds, their accepted advantages (while accepting that they can, sometimes, be useful) and presses their disadvantages hard.

CORPORATE FINANCE

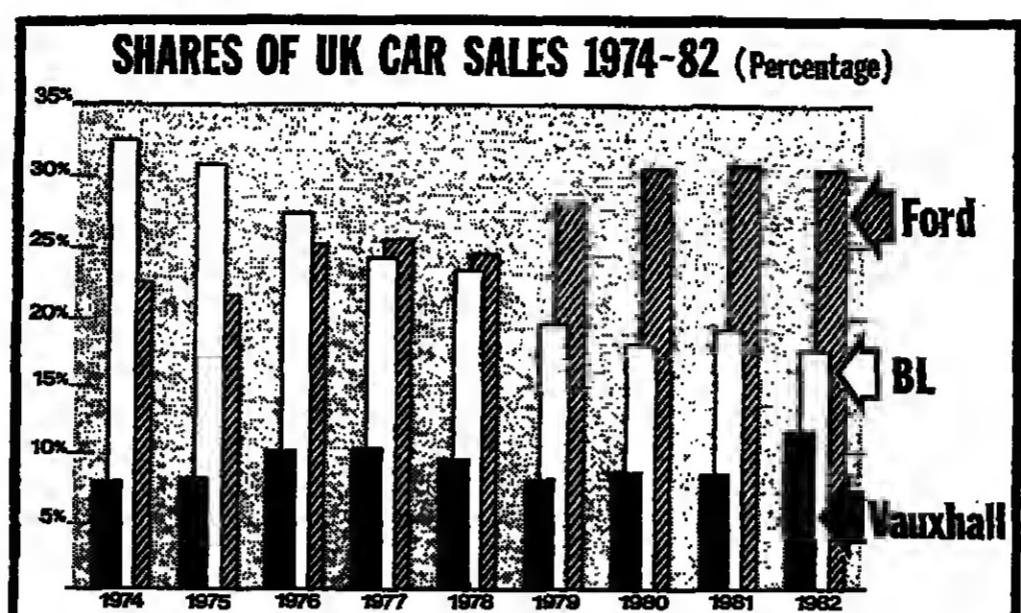
A Financial Times Survey

July 6th 1983

To be published on

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Turning data into information

THE CHART and the table contain the same information. First look at the table. What does it show you? Without several minutes of concentration probably not very much. Now look at the chart. You have an instant

picture of the UK car market since 1974. You see at a glance the remorseless rise of Ford, the inexorable decline of BL and the recent upsurge of Vauxhall. In short, the chart gives you the information faster.

rate of use. Last year alone, 500 people were trained in an internal programme, the main groups including secretaries, the largest growing user group, managers, professionals in marketing and finance, and researchers.

"In the past you either got charts quiet and dirty, or had wait a long time for expensive presentation charts to arrive and give the simple artist," says Mr Smith. "Now computer graphics give us good,

rode to success on the strength of Tell-a-Graf and Disspla, its first package, capturing on the way 34 of the top 50 US industrial corporations on the Fortune 500 list.

The real breakthrough came with Isoco's second package, Tell-a-Graf, the first easy-to-use main frame graphics package. It was developed specifically for people without programming experience and took the capability of high quality computer generated charts out of the hands of the programmers and

in 1970 to meet the more complex and technical demands of experienced programmers in business, science and engineering.

The real breakthrough came with Isoco's second package, Tell-a-Graf, the first easy-to-use main frame graphics package. It was developed specifically for people without programming experience and took the capability of high quality computer generated charts out of the hands of the programmers and

abandoned them. You cannot distract on goods of the tenant and for which rent is unpaid.

Assuming there is something of value inside the premises, but the premises are locked, how can we gain access to distract? Is there any right to distract upon the goods now in the main warehouse, not the subject of our leased premises?

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No legal responsibility can be accepted by the Financial Times for the answers given in these columns. All inquiries will be answered by post as soon as possible.

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The Financial Times has information covering the following subjects available on Prestel.

Forthcoming surveys for the whole of 1983 are divided up into categories of interest as well as detailing the new additions that have taken place during the past week. This programme is updated weekly, every Thursday. Available on 2424248.

FT Publications and Services that are available showing their costs and who to contact. Available on 2424249.

NERC—UK Businessmen's Readership Survey 1982. Information concerning the readership habits of UK businessmen are shown. Available on 2424250.

EPRS—European Businessmen's Readership Survey 1982 showing the readership habits of senior European businessmen covering 16 countries is available on 2424253.

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BUSINESS PROBLEMS

BY OUR LEGAL STAFF

Sale proceeds

A tenant of a warehouse belonging to me has removed all his goods from the premises. His lease has 14 years still to run and he owes us rent. He has sold all the goods, upon which distress could be made to his main premises, which does not belong to me. I understand that distress can only be made upon goods

left on the demised premises. It seems that you would do better to get a judgment for the rent due and to execute that judgement on the goods which are not on the demised premises.

Travel expenses

I am a retired company secretary and have accepted a part-time appointment as director and secretary of a small new company at a nominal salary. The agreement provides that the place of my employment is my home where I have an office and keep the company's

abandoned them. You cannot distract on goods of the tenant and for which rent is unpaid.

Assuming there is something of value inside the premises, but the premises are locked, how can we gain access to distract? Is there any right to distract upon the goods now in the main warehouse, not the subject of our leased premises?

If you cannot enter the demised premises without breaking in you cannot levy a distress. If you employ a bailiff to levy the distress he may be more adept at finding a means of entering without breaking in. However, it is unlikely that goods of value will be found on the premises if the tenant has

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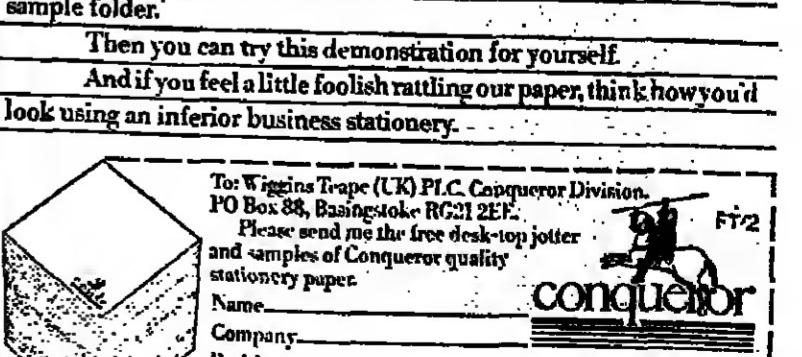
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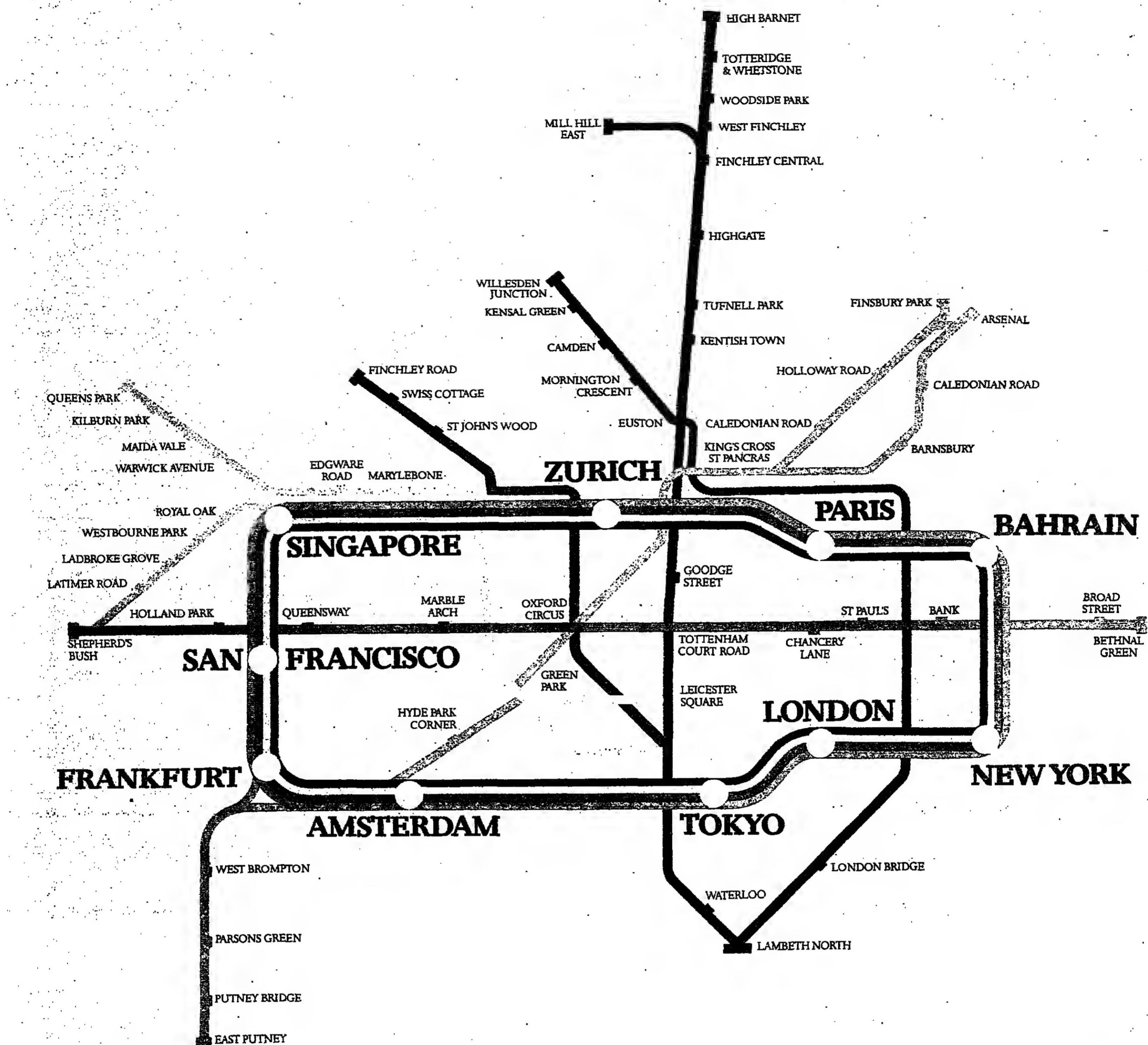
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BANKOFAMERICA 

APPOINTMENTS

Co-operative Insurance Society makes changes

Mr A. Cochran, deputy chief general manager and secretary of the CO-OPERATIVE INSURANCE SOCIETY, has retired. Mr A. Dival, chief general manager, becomes chief general manager and secretary; Mr S. F. Wood, investment manager (stock exchange), becomes chief investment manager; and Mr P. W. D. Smith, at present assistant secretary, becomes deputy secretary.

*
Mr John Griffiths has been appointed a director of SAMUEL MONTAGU INTERNATIONAL, a wholly-owned subsidiary of Samuel Montagu and Co. He will be taking up responsibilities as Samuel Montagu's representative in San Francisco in July.

*
The Industry Secretary has made several appointments to the ENGINEERING COUNCIL. Professor Bernard Crossland, special research chair, Department of Mechanical and Industrial Engineering, the Queen's University, Belfast. Professors Alec Gambling, British Telecom Professor of Optical Communication, University of Southampton. Mr Malcolm Parker, managing director, Parker and Sons (Engineers). Mr Robert Malpas, managing director, the British Petroleum Company and chairman BP Chemicals International. Miss Della O'Cathein, head of strategic planning, Milk Marketing Board. Mr James Stevenson, deputy managing director, Balfour Beatty. Mr John Waters, laboratory manager, structures laboratory, Wimpey Laboratories. They will serve until May 31 1985. This brings the council up to its full strength of chairman and 24 members.

*
Dr Martin Wyatt has been appointed director and managing director designate of ABC COMPUTERS, Harrow, computing arm of Kenchington Little and Partners.

*
CROW OF READING has appointed to its board Mr Alan Bow, a creative general manager, and Mr Chanda Laihar, company accountant, now becoming financial director.

*
Mr A. R. G. Baeburn has been appointed to the board of BOOSEY & HAWKES.

*
Mr Howard Cass has been appointed financial director and company secretary of shop fitters CASS-WHITE, Crawley.

The following have been selected as members of THE DESIGN COUNCIL: Mr Hugh Lang, chairman, The P-E Con-

sulting Group; Mr Oliver J. Makower, director, M. Makower & Co.; Miss Jean Muir, Jean Muir; and Dr Robert Smith, director, Kingston Polytechnic.

*
Mr Richard Price has been appointed director of social affairs at the CONFEDERATION OF BRITISH INDUSTRY. He was director of regions, and succeeds Mr Michael Walker, who has taken an appointment as corporate employee relations manager with British Aerospace. Miss Sonia Ellis becomes director of regions. She was director for smaller firms. The new director for smaller firms is Mr Martin Morton, who was director of social affairs (administration).

*
Mr Michael Atterbury has been appointed group secretary of BARCLAYS BANK.

*
Mr Ian D. W. Robertson has been appointed as HERON's international corporate counsel. He was European counsel to the Singer company. He will be concerned principally with Herco's activities outside the UK, especially in those in the U.S.

*
BANK OF SCOTLAND has made senior changes in its international division. Mr Peter E. King, manager, export finance services, has been appointed senior manager, based in London. Mr Jack D. Duthe, a manager, export finance services (London), promoted to be senior manager, export finance services (Edinburgh) and Mr Frank H. Burge, export credit manager, has been redesignated consultant and export credit manager, from May 31. Mr Alan Boothby and Mr Adam R. Ion, assistant managers, export finance services, have been appointed managers (resident in Edinburgh) from May 31. Mr Ernest R. Brown, assistant manager, oil and energy department, has been made manager of the department.

*
Mr William Walker has been appointed new business development director and a member of the board of the electro-optical division of the PILKINGTON GROUP. Based in Glasgow, he is also commercial business development director and on the board of Barr and Stroud, part of the division. He succeeds Mr Bob Parry, who died suddenly last year.

*
Mr Robert Hughes, principal assistant to BIRMINGHAM COUNCIL'S chief executive, has been named head of the City's new development and promotion unit. He will co-ordinate commercial and industrial promotion and public relations.

THE Netherlands, together with Belgium, looks set to become the predominant European distribution centre for Liquified Petroleum Gas (LPG), a fuel which is enjoying a rapid market expansion.

For several years Dutch plans to increase the country's role in the LPG trade have been the subject of major controversy, with environmental groups questioning the safety of LPG storage systems and the Government's lukewarm attitude to the industry. But new information and new storage techniques have changed the climate.

The environmentalists have to an extent been mollified—though it would be wrong to say that they now welcome LPG. More to the point, perhaps, the Government has come round to believing that LPG is an essential factor in the modernisation of Dutch industry.

The Netherlands Social and Economic Council (SER), a state-sponsored advisory body of considerable influence, last

Distribution by barges along inland waterways

year published a report on energy and the economy in which it strongly pressed the case for increased use of LPG, not only as a heating fuel but also as a feedstock for the petrochemical industry. SER also urged increased use of LPG as a motor fuel.

LPG consists of light hydrocarbons—such as butane and propane—which are produced at the same time as oil. Supplied in small cylinders or delivered in large bulk tankers, LPG is used mainly as a premium fuel for heating.

In 1976 the Dutch Government refused a permit for the construction of a major LPG terminal in the Moerdijk area of Rotterdam, and the develop-

ENERGY REVIEW

LPG: a key role for the Netherlands in Europe's expansion plans

By Walter Ellis in Amsterdam



The Antwerp terminal, designed to serve the Benelux countries, West Germany and Northern France, will be the first major one able to offer services and leases to third parties. The Vlissingen terminal, when completed, will have a capacity roughly equal to that of Antwerp, though it may prove less advanced.

medium-sized traders to expand their businesses and serve the growing LPG market.

The Netherlands own existing facilities are not negligible. The Kurogas terminal at Vlissingen, when completed, will have a capacity roughly equal to Antwerp's, though it may prove to be less advanced.

All this means that the Netherlands should be in a position to become a key LPG trader.

Its barges will benefit from the Antwerp terminal, designed to serve the Benelux countries, West Germany and Northern France. Owned by United Energy Resources of the U.S., Transoil, the Rotterdam trader, and ACC, one of the largest distributors of gas in Belgium, the Antwerp facility will be the first major terminal able to offer services and leases to third parties. Thus, it offers the opportunity for small- and

It has both refrigerated and pressurised tank storage capacity.

But the Netherlands now sees itself not only as a trader of LPG but a substantial user as well.

The home-heating market in Holland is already highly developed. All those—particularly in outlying districts—who want bottled LPG have got it. Industrial use—for example by the glass industry—is also increasing.

In the automotive field, most Dutch filling stations already supply LPG and it has been demonstrated that the use of flat-tough LPG tanks in cars is often safer in the event of a collision than use of a shell petrol one.

SER has pointed out, however, that a complete switch-over to LPG use by drivers could, under existing tax struc-

tures, cost the treasury Fl 1.4bn (£124m) per year in lost revenue. Changing the infrastructure would, moreover, require an investment of some Fl 6bn but would have the advantage of providing work for Dutch industry. A change-over to diesel would give a boost to importers of foreign-made diesel cars and would cost the price for both to rise by \$20 per tonne.

If oil prices begin to rise again, the LPG would come into its own. Fuel Petrol-using vehicles are easily converted. All that would be needed would be incentives in the form of lower taxes and excise duty.

As for chemicals, SER's report says that "it is of the greatest importance to the Netherlands that the necessary infrastructure provisions be made to ensure that the Dutch chemical industry has access to the international flow of LPG."

Increased availability of LPG from the Middle East and Africa should mean cheaper supplies of propane and butane. The petrochemical industry in West Europe faces a challenge from the big ethylene capacity being built up by the oil exporters, in particular Saudi Arabia, with their access to cheap ethane.

SER, at least, believes that Dutch plants have a few years to strengthen their position on the basis of LPG.

Traditionally LPG has been the main feedstock for ethylene production in the U.S. Its importance for West European and Japanese industries has been growing, but changing to it is not a simple proposition. Dominated by Shell, Esso, British Petroleum and the Dutch State Mines, the Netherlands' ethylene industry is based mainly on naphtha and gas oil.

Crackers, SER concedes, will have to undergo radical alterations if they are to absorb a greater proportion of LPG. There is also the problem of the volatility of the price of LPG.

When oil output falls, as it has over the past four years in the Middle East, less LPG is available and the price rises. That remains for the chemical industry to swing into line.

A problem of volatility in LPG prices

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And the Digital difference becomes even wider when you consider Digital's unique service back-up, which includes access to our Customer Information Centre, service support, software services and maintenance. And in the unlikely event of anything going wrong, Digital guarantee to deal with any problem, on site, within 8 working hours anywhere on the UK mainland.

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It's a service record that is, in fact, unrivalled by any. If you'd like further information about Digital professional personal computers ring Digital on Basingstoke (0256) 59200 then compare the facts with any other machines to see just how wide that chasm of difference really is.

You'll end up on our side every time.

Doing more. The Digital difference.

digital

Just how big a difference is there between Digital and other personal computer manufacturers?





SECTION II - INTERNATIONAL COMPANIES FINANCIAL TIMES

Wednesday May 18 1983



Montedison in \$600m venture with Hercules

BY RICHARD LAMBERT IN NEW YORK

TWO OF THE world's biggest manufacturers of polypropylene resins are to combine their businesses in a new joint venture which will incorporate cost-saving new technologies.

Hercules, a leading U.S. chemical company with annual sales of \$1.5bn, and Montedison of Italy, which has total sales of \$2.2bn, have signed a letter of intent to form a 50-50 worldwide joint venture company that will combine the major part of their existing polypropylene resin businesses and assets.

The new company will have annual sales of around \$750m and assets of about \$600m. It will have the capacity to produce 2.5bn pounds a year of polypropylene resin - used to make plastic products for the construction industry and domestic use - from plants in the U.S., Canada, Italy and Belgium.

Hercules, which claims to be the world leader in this product, will contribute 1.65bn pounds of the combined capacity, including two

plants in the U.S., one each in Canada and Belgium, and a 50 per cent share in a propylene splitter in the U.S.

Montedison will put in 850m pounds of annual capacity, made up of four plants in Italy and a share in a joint venture in Belgium.

In addition, the deal will give Hercules access to advanced new technology developed by Montedison in conjunction with Mitsui.

Dr Mario Schimberni, president of Montedison, said in New York yesterday that the technology, based on a new class of high yield catalysts, produced substantial savings in energy and raw material costs.

The final product cost could be reduced by 8 cents a pound or around 20 per cent, he said.

The different contributions made by the two companies to the joint venture in terms of capital and technologies will be equalised by a payment of slightly less than \$100m in cash and securities by Montedison to Hercules.

The two companies already have smaller joint venture links. These consist of a polypropylene fibre manufacturer in Italy, which will be put into the new joint venture, and a pharmaceutical operation in the U.S. Adria Laboratories.

Mr Alexander Giacco, chairman of Hercules, said that Hercules planned to swap its 50 per cent ownership in Adria for an equity interest in Montedison's consolidated pharmaceutical and health care

business.

Mr Giacco said that the polypropylene joint venture would combine Hercules' marketing strength with Montedison's production abilities.

Mr Giacco will be chairman of the proposed new company, and Dr Schimberni will be vice-chairman.

Yet to be named, the company will have its headquarters in the U.S.

The hope is that final agreements can be prepared by the end of June, and the deal could be finalised around the end of this year.

Dome back to profit in quarter

By Nicholas Hirst in Toronto

DOME PETROLEUM of Canada yesterday reported net income for its third quarter of C\$7.2m (US\$5.85m) equal to 2 cents per common share. In the same period of 1982, Dome made a loss of C\$21.6m, or 11 cents per share.

Revenue for the period was C\$679.5m down from C\$743.4m a year earlier. Long-term debt, including debt repayable within the year, is now C\$8.35bn, the company said, compared with C\$6.5bn at the end of 1982 and a high of C\$7.1bn in April last year.

Last September Dome agreed in principle to a C\$1bn rescue package with its four main Canadian lenders and the Canadian federal government. Details of the package are still being worked out.

Dome Canada, the exploration and development affiliate of Dome Petroleum, reported first-quarter net earnings of C\$9.5m (US\$7.7m), or 11 cents a share, down sharply from C\$16.1m, or 20 cents, in the first quarter of 1982.

Revenues rose from C\$23.3m to C\$32.3m, due mainly to increased sales of petro and natural gas.

BP in joint oilsands plan

BP EXPLORATION of Canada is to spend C\$80m in a joint venture with Petro Canada, the state-owned oil company, to develop a 7,000 barrel-a-day oilsands project in the province of Alberta.

The oil produced will be sold for asphalt and will not be upgraded on site.

Pacific writes off \$81m on N-plants

By PAUL TAYLOR IN NEW YORK

PACIFIC Power and Light, the Oregon-based diversified electricity utility, is to take a \$81m write-off against its second quarter earnings because of its investment in three troubled nuclear power projects.

Mr Don Fristee, chairman, said the board had approved allowances for the "unrecoverability" of substantial investments in a cancelled Washington Public Power System project, the cancelled Pebble Springs project in Oregon and the Skagit-Hanford project, which was excluded from a 20-year plan for the Pacific Northwest.

Mr Fristee said the write-off, reducing earnings per share in the second quarter by about 51.50, will "remove a cloud of financial uncertainty."

In the 1982 second quarter, Pacific Power reported earnings of about \$47m.

Pacific's decision to write off these investments is the latest evidence of the U.S. nuclear power industry's plight.

Bad debt provisions hit Belgian bank

By PAUL CHEESEWRIGHT IN BRUSSELS

HEAVY PROVISIONS against international credit risks have cut into the increased operating profits of Kredietbank, Belgium's third largest bank, and left its net profits for the year to last March fractionally down on 1981-82.

The bank is maintaining its dividends at BFr 365 (\$7.45), it announced yesterday.

Gross operating profits rose by over 14 per cent to BFr 8bn (\$163m), which was BFr 99m more than the previous year. But net profits were down. Net profits were BFr 1.76 compared with BFr 1.70m in 1981-82.

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10th May, 1983

Economic recovery lifts U.S. retailers

By Our Financial Staff

FOUR major U.S. retailers showed healthy earnings increases in the first quarter ended April, thanks to the strengthening U.S. economy and an increase in consumer spending.

K mart Corporation showed a sharp recovery in the first quarter, when net earnings were more than seven times higher, at \$44.6m, or 35 cents a share, than last year's \$3.9m, or 6 cents with sales up more than 9 per cent at \$3.95bn, against \$3.6bn.

Last year's first-quarter profits represented a particularly low point in the Michigan-based Troy company's fortunes. It had been hit by inflation and reduced demand, and for the whole of 1981 had reported its lowest earnings since mid-1980s.

The company, however, staged a dramatic recovery in last year's second quarter, and maintained the improved trend for the rest of the year, recording increased profits for the whole of 1982-83.

Dayton Hudson, the diversified Minneapolis-based retail group, with 980 stores in 47 states, continued its improved profits trend in the first quarter. Operating net earnings rose from \$16.48m, or 34 cents a share, to \$21.73m, or 45 cents, on revenues ahead from \$1.22bn to \$1.37bn.

Final net earnings in the latest quarter are only slightly ahead at \$22.68m, or 47 cents, compared with \$21.75m, or 45 cents.

Like K-mart, Allied Stores, another leading U.S. retailer, also showed a sharp increase in first quarter net earnings from \$2.37m, or 12 cents, to \$3.09m, or 63 cents.

May Department Stores, which is in the throes of a \$1bn five-year expansion programme, followed the trend with net profits up 76.5 per cent at \$20.3m, or 70 cents, against \$11.5m, or 40 cents.

Excluding these and the cosmet-

COSTLY STRUCTURAL CHANGES LAY GROUNDWORK FOR IMPROVED PROFITS

Bayer chief's cautious optimism

BY JOHN DAVIES IN LEVERKUSEN

BAYER, the West German chemical and pharmaceutical group, is confident that costly structural changes started last year have laid the groundwork for improved profits. But it is cautious about prospects for this year because of the worldwide recession.

Professor Herbert Grünwald, chief executive, said there were signs of improvement in recent months, including an uplift in the group's sales and profits in the U.S. and increased sales and capacity utilisation in West Germany.

He pointed out, however, that high unemployment was still inhibiting consumer demand and that developments in the next few months would give a clearer indication of likely results this year.

Bayer and the other two big West German chemical groups, Hoechst and BASF, all suffered a serious setback in earnings last year and have cut their dividends. Bayer

also paid more taxes last year than in 1981 even though its pre-tax earnings were lower. The parent company paid more non-income-related tax, while losses in Mexico could not offset tax to be paid on profit in Belgium.

Prof Grünwald said that intensifying competition in the amateur photographic business confirmed that Bayer was right to end such business at Agfa-Gevaert, which has moved more into electronics and design in Compugraphic of the U.S.

He said that reorganisation of Bayer's U.S. operations and of Agfa-Gevaert, its troubled photographic subsidiary - together with currency losses in Mexico - all added up to a DM 300m burden on the group last year. In addition, the parent company absorbed Agfa-Gevaert's DM 200m loss on its operations within Germany.

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In accordance with the terms and conditions of the Notes and the provisions of the Agent Bank Agreement between The Industrial Bank of Japan Finance Company N.V., The Industrial Bank of Japan Limited and Citibank, N.A., dated November 10, 1982, notice is hereby given that the rate of interest will be fixed at 9% per annum, and that the interest payable on the relevant Interest Payment Date November 10, 1983, against Coupon No. 4 will be U.S.\$475.97.

May 18, 1983, London.
By: Citibank, N.A., CCSI Dept., Agent Bank

CITIBANK

INTL. COMPANIES & FINANCE

Paul Taylor takes a look at Wall Street changes AT & T carves new funding paths

SINCE JUNE 1981 American Telephone and Telegraph, the U.S. telecommunications giant which is in the midst of restructuring at its very roots, has raised \$3.8bn in the New York equity market, with five public common share issues totalling 63.5m shares.

Offerings on this scale are without parallel. Together, they represented about 10 per cent of the value of all common stock offerings during the 21 months to March this year.

For AT & T they are the background to the hiring off of the Bell System of local telephone companies and expansion in other electronic fields.

For Morgan Stanley, the investment bank which has been the lead manager for all five issues, and for its Wall Street colleagues, it has been a profitable if hectic period.

For Mr Saunders, Morgan

Stanley's capital markets ser-

vices head, describes the process as "an extraordinary accom-

plishment." But the flood of

AT & T issues has also had wider

implications. It has resulted in

some novel share-offering tec-

niques, and some bair-raising

risks, as well as several

records.

With the latest issue, a 17.6m

share offering in March, which

raised a record \$1.7bn, AT & T

has completed the issue pro-

gramme for the moment, et

leat.

The first of the five issues

brought the first-ever \$1bn

share offering in the U.S., rais-

ing \$1.03bn, by way of a record

number of shares—18.15m—at

\$57 each. It was also notable for

helping to establish the use of

the so-called Green Shoe option,

which allows the size of the issue

to be increased by 10 per cent

above the initial offering, in this

case by 1.65m, from 16.5m.

Since then, says Mr Saunders,

his method has "become almost

standard in high quality issues."

In April last year, AT & T

became one of the first U.S.

companies to file a registration

under the then new Rule 415,

or shelf registration procedure.

The controversial rule, which

allows companies to sketch out future

financing plans and then to bring specific issues to the market at a moment's notice.

The following month Morgan Stanley, one of the most active campaigners against the rule, became the first Wall Street investment bank to "buy" a shelf issue. The 2m share

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INTL. COMPANIES & FINANCE

Suzuki Motor profits hit by motorcycle sales drop

BY YOKO SHIBATA IN TOKYO

SUZUKI MOTOR, Japan's third largest motorcycle manufacturer and its leading producer of mini cars suffered a fall in consolidated operating profits of 39 per cent to Y19.75bn (\$41.8m) in the year to March 31, having been hit hard by a slump in sales of motorcycles in both overseas and domestic markets. Full-year sales fell by 1.7 per cent to Y542.32bn.

However, because the company had a lower proportion of taxable income following cuts in depreciation expenditure, net profits improved by 20 per cent to Y6.59bn and the company has lifted the year-end dividend by Y0.5 to Y6.

Motorcycle sales fell by 24

per cent to 1,419,000 units, with domestic sales of 633,000 units, down by 20 per cent and export sales of 786,000 units, down by 26 per cent. Meanwhile, sales of cars fared well, rising by 7.8 per cent to 616,588 units with domestic sales of 466,927 units up by 5.4 per cent and export sales of 151,661 units, up by 16 per cent. As a result of the sharp reduction in motorcycle exports, the value of total sales in Suzuki, which has a 5.3 per cent stake in Suzuki, fell by 10.7 per cent to account for 40 per cent of turnover.

The fall in operating profits was attributed to the fall in sales and the higher costs of sales, which outweighed foreign exchange gains, lower

depreciation charges and efforts to reduce costs.

Motorcycle sales are expected to remain at 1982-83 levels in the current year in both domestic and overseas markets, but strong sales of cars are also expected to continue. The company is scheduled to introduce a one-litre car under an agreement with General Motors, which has a 5.3 per cent stake in Suzuki.

As a result, full-year sales are expected to reach Y16.0bn, up by 5.1 per cent, operating profits are projected at Y1.1bn, up by 12.8 per cent, and net profits at Y6.6bn, up by 0.2 per cent. The year-end dividend will be lifted by Y0.5 to Y6.5.

Setback for NTN Toyo Bearing

BY OUR TOKYO STAFF

NTN TOYO Bearing, Japan's second largest bearing manufacturer, has reported an 18.6 per cent fall in operating profits to Y11.42bn for the year to March having been affected by sluggish export sales and slackened market prices for ball bearings.

However, the company foresees a quick recovery in earnings in the current year on the strength of buoyant sales of constant-velocity universal joints for front-wheel drive cars or precision bearings for electronic equipment.

Uncashable net profits were 19 per cent lower at Y6.04bn, on sales of Y184.38bn, down by 2.6 per cent. Net

profits per share were Y21.11 compared with Y27.42 in the previous year.

Sales of constant-velocity joints rose by 12.6 per cent in the year but exports fell by 13 per cent reflecting sluggish industrial activity in the U.S. and Europe.

The company's cost-to-sales ratio fell by 1.8 percentage points to 61.2 per cent in the year, and a recovery in financial standing, because of lower interest payments, was offset by higher depreciation.

In the current year the company expects continued strong sales of constant velocity joints and a good sales contribution

from precision bearings. It has succeeded in developing a volume production system for precision bearings with a 1.5-millimetre diameter and will start production from June.

Mass production of precision bearings with diameters of less than 4 millimetres is quite difficult, and manufacturers are vying with each other to establish volume production systems to meet the vigorous demand expected from the electronics industry.

Full-year operating profits are expected to reach Y12bn, up by 5 per cent, net profits Y8.3bn, up 4 per cent, and sales Y192bn, up by 4 per cent.

Bank of Japan first half net up 50%

TOKYO — The Bank of Japan, the country's central bank, lifted its surplus funds after costs, which is equivalent to the after-tax profits of a private-sector concern, to a half-year record Y849.7bn (US\$2.78bn) in the six months to March 31 from Y449.5bn a year earlier.

As a result, the bank's contributions to government coffers rose to a record Y601bn from Y387.2bn.

In its half-year financial statement, the bank said operating revenues rose to Y728.5bn from Y717.6bn and net extraordinary items, including foreign-exchange gains or losses, swung to a gain of Y41.6bn from a loss of Y6.3bn a year earlier.

The two main reasons for the rise in surplus funds were exchange gains on the bank's holdings of foreign-currency denominated assets, such as U.S. Treasury bills, due to the yen's weakness on currency markets, and an increase in Bank of Japan loans in order to offset shortages in the money market.

● Three major Japanese trust banks, Mitsubishi Trust and Banking, Sumitomo Trust and Banking and Mitsui Trust and Banking are to increase their capital to a uniform Y49.25bn from Y37.50bn.

Shareholders registered on July 30 will be offered 25 new shares for every 100 held at a nominal price of Y50 per share, with payment September 30, in addition to a 5-for-100 bonus issue, said the banks' Agencies.

This announcement appears as a matter of record only.

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Arab Bank Limited, OBU, Bahrain

February 1983

April 1983

Cost savings boost Singapore Bus earnings

BY GEORGE LEE IN SINGAPORE

SINGAPORE'S leading bus transport operator, Singapore Bus Services (1978) has reported pre-tax profits up by 38 per cent to \$58.5m (US\$38.95m) for 1982 and post-tax profits 40 per cent higher at \$31.4m.

Group turnover was just 4 per cent higher at \$831.8m and the company says that much of the improvement came from cost-savings, particularly on fuel.

Singapore News and Publications, major newspaper publisher in Singapore, has

reported group pre-tax earnings of \$55.5m for 1982.

Singapore News was formed only late last year through the merger of two of Singapore's major Chinese language newspaper publishing groups, Nanyang Siang Pau Singapore and Sin Chew Jit Poh Singapore.

Group turnover was \$26.8m while post tax profits amounted to \$2.9m. Due to its recent formation, no comparative figures are available.

Acma reported an extra-ordinary profit of \$806,000 leaving an attributable profit of \$366,000. The group has, pro-

posed a first and final gross dividend of 7.5 per cent.

Pan Electric Industries has reported a fall in pre-tax profits for 1982 from \$15.7m to \$5.5m and in net profits from \$2.5m to \$80,000.

Turnover was 12 per cent lower at \$592.5m but operating profits declined by 43 per cent to \$4.9m.

Acma reported an extra-ordinary profit of \$806,000 leaving an attributable profit of \$366,000. The group has, pro-

posed a first and final gross dividend of 7.5 per cent.

Pan Electric Industries has reported a fall in pre-tax profits for 1982 from \$15.7m to \$5.5m and in net profits from \$2.5m to \$80,000.

Turnover was 12 per cent lower at \$592.5m but operating profits declined by 43 per cent to \$4.9m.

The company has proposed a 2.5 per cent gross dividend, compared with a total of 10 per cent gross plus 3 per cent tax free for the previous year.

This announcement appears as a matter of record only.

Unión Eléctrica-Fenosa, S.A.
Madrid, Spain**20,000,000,000 PESETAS**

SYNDICATED TERM LOAN

LEAD MANAGED BY

BANCO DE FOMENTO**BANCO HISPANO AMERICANO, S.A.****BANK OF AMERICA, S.A.E.****CAIXA GALLEGA****CAJA DE AHORROS Y MONTE DE PIEDAD DE MADRID (CajaMadrid)****CAJA POSTAL**

MANAGED BY

BANCO DE GRANADA, S.A.**CAJA DE AHORROS PROVINCIAL DE DURENSE****THE FIRST NATIONAL BANK OF CHICAGO (Sucursal en España)**

CO-MANAGED BY

CAJA DE AHORROS DE ZARAGOZA, ARAGON Y RIOJA (Cazar)**CAJA DE AHORROS PROVINCIAL SAN FERNANDO DE SEVILLA****CAJA GENERAL DE AHORROS Y MONTE DE PIEDAD DE GRANADA****MONTE DE PIEDAD Y CAJA DE AHORROS DE CORDOBA**

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ALGEMENE BANK NEDERLAND (Sucursal en España)**BANCO ARABE ESPAÑOL (Aresbank)****BANCO ESPAÑOL DE CREDITO, S.A. (Banesto)****BANCO PASTOR****BANQUE BRUXELLES LAMBERT, S.A. (Sucursal en España)****CAJA DE AHORROS DE BILBAO****CAJA DE PENSIONES «LA CAIXA»****CAJA D'ESTALVIS DE SABADELL****CAJA DE AHORROS DE ALICANTE Y MURCIA****CAJA DE AHORROS MUNICIPAL DE VIGO****CAJA DE AHORROS DE BARCELONA****CAJA DE AHORROS DE LA INMACULADA****CAJA DE AHORROS MUNICIPAL DE BURGOS****CAJA DE AHORROS PROVINCIAL DE SEVILLA****CAJA DE AHORROS Y MONTE DE PIEDAD DE CASTELLON****CAJA DE AHORROS Y MONTE DE PIEDAD DE PALMA (Cajamarca)****CAJA DE AHORROS Y SOCORRO DE SABADELL****CAJA GENERAL DE AHORROS Y MONTE DE PIEDAD DE AVILA****CAJA POSTAL****MONTE DE PIEDAD Y CAJA DE AHORROS DE SEVILLA****CAJA DE AHORROS Y MONTE DE PIEDAD DE GRANADA****CAJA PROVINCIAL DE AHORROS DE ALAVA****SINDICATO DE GANADEROS****DE BARCELONA, S.A.****AGENCY & COORDINATION BY****CAJA DE AHORROS Y MONTE DE PIEDAD DE MADRID**
caja madrid**Banco Hispano Americano****US \$250,000,000**

Syndicated Term Loan

Lead Managed by

Arab Banking Corporation (ABC)**Banco Central, S.A.**

UK COMPANY NEWS

Whitbread moves ahead to £81m

FOLLOWING A rise in turnover from £241.7m to £251.7m, taxable profits of brewer Whitbread & Company rose by 27.7 per cent to £21m in the year to February 26 1983, of which £18.3m, compared with £24.8m, came in the second half.

The year's dividend is being lifted from 4.9p (adjusted for scrip) to 5.4p net per 25p share with an increased final of 3.75p (3.4p). Earnings per share are given slightly lower at 14.13p (14.24p adjusted), basic and 13.91p (14.13p adjusted) fully diluted.

The directors say that with the continuing improvement in efficiency in the company's business, the strong trading position of the company's leading brands, investment in retailing, research and development, and with some signs of recovery in the UK economy, they have reasonable cause for future optimism.

In the year under review the beer market declined again but the lager market showed some growth. The group's main brand, Heineken, prospered and Strong Artois, its premium lager, made significant gains despite the recession.

Whitbread Gold Label Lager was established in Yorkshire while Kalfenberg Diet Pils extended its distribution.

Whitbread's performance in the bottled beer sector continued to improve, with Mackeson and Gold Label Beer, Wine dominating their product sectors.

Wine and cider were areas of exceptional growth. The group maintained its lead in the new wine box market under the See Lex



The beer market declined again last year says Mr Charles Ridgway, chairman of Whitbread, but the larger market resumed growth.

First quarter profit by General Accident

WITH ITS underwriting loss reduced by £18.2m to £40m, General Accident Fire and Life Assurance Corporation made a pre-tax profit of £28.9m for the first quarter of 1983, as against a deficit of £11.4m last time.

Investment income in the period improved from £24.1m to £25.2m. Losses interest again total 50.4m, while long-term insurance profits were also unchanged at £1.1m.

The movement in sterling rates during the period had no significant effect on results.

Comment

A mild winter has helped General Accident to much reduced underwriting losses and a £1.5m profit in the first quarter compared with a rather dismal £1.8m loss for the same period last year. UK underwriting losses shrank from £27.7m to £26.9m with marked improvements in the homeowners' and commercial property accounts.

The board emphasises, however, that the results do not necessarily provide a reliable indication of those for the full year.

General premium income for the first quarter increased from £28.9m to £34.2m.

In the UK, net written premiums were £125.3m (£113.4m) and there were lower underwriting losses of £19.4m (£27.7m).

Weather losses were much less than in the comparable quarter last year and this benefit was mainly reflected in the homeowners' and commercial property accounts which reported reduced underwriting losses of £2.7m (£10.2m) and £5.4m (£5m) respectively.

The motor account produced an increased loss of £28.1m (£27.2m) reflecting the continuing high incidence of claims.

Experience in the liability classes was also substantially adverse.

In the U.S. net written premiums were \$193.3m (£161.3m) and the operating ratio was 105.7 per cent (111.04 per cent). This marginal improvement, which largely stems from a comparatively better weather, was reflected in all major lines. On the UK account (against £26.4m a year ago) left LBI with a retained profit of £10.4m (against £40.5m).

Elsewhere, there were aggregate underwriting losses of £7.2m (£15.8m). The substantial part of this improvement arose in

the second half of last year.

The general provisions were up sharply in the first half of this financial year because "we clearly felt that things have deteriorated and we felt it necessary to increase the general provisions as a recognition that times are difficult," according to Mr. Moore.

LBI paid its first-ever dividend of 50p to the parent Lloyds Bank group and this combined with a higher tax charge of £39.3m (against £26.4m a year ago) left LBI with a retained profit of £10.4m (against £40.5m).

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UK COMPANY NEWS

Wearwell lifts interim as profits rise £0.74m

ON SALES £4.31m ahead at £13.87m Wearwell, clothing manufacturer and wholesaler, returned profits of £2.47m pre-tax for the 26 weeks ended March 14, 1983, an improvement of £74,000 on the figures for the same period last year.

Earnings per 5p share emerged 0.5p higher at 3.6p and the net interim dividend is being stepped up from 2.5p to 3.3p. The directors, headed by Mr Azmi Nadir, the chairman, say they will review the full extent to which profitability should be reflected in dividend payments when they assess the total dividend in the light of the full dividend's "annualised" satisfaction." Outcomes are looked for."

For the first half took £1.28m (£896,000) leaving the net balance at £1.19m, compared with £823,000.

As intended, there was a particular improvement in the domestic market.

The company is continuing its efforts to move into new markets and is confident that its expansion can be maintained. In order to meet increasing demands for its products it is planning to obtain new production capacity in Turkey.

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Details of dividends available as to whether the dividends are interim or final and the subsequent date are also given and based mainly on last year's timetable.

TODAY

Inter-Carrier Moor, Inter Distillers, HSS, National Grid, Northern Industrial Improvement Trust, Redfern Glass, Financial Services, Ambrose International Group, British-Borneo Petroleum Syndicate, Chamberlin and Plessey

Hill, Dupont, Hartwells, Metcalf, Usher-Walker, Williams (John) and Cardinals.

FUTURE DATES

Lake and Elsie Jun 7 Williams (John) and Cardinals May 23 Associated British Foods May 23 Capital and Counties May 23 Charnier Tunnel Investments June 10 James July 5 James May 25 James May 25 Nigerian Company Inv. Tr. May 27

per cent of Polly Peck which in turn owned 32.6 per cent of Cornell Holdings.

Mr Nadir says that legal proceedings have commenced in connection with the article in a national newspaper alleging exploitation by the company of its local labour force in northern Cyprus. He says the allegation was unfounded.

Wearwell has completed the move to its new administrative offices in Commercial Road. The old offices will be used primarily as a showroom.

Smith Brothers raising £4.5m

Smith Brothers is to raise a total of £4.48m, of which £1.8m will come from a two-for-five rights issue of 3,498 shares at 50p each—the first rights issue by a London stockholder.

The rest will include the placing with Finance for Industry of an additional 750,000 ordinary shares and £2.6m of 11 per cent partly convertible subordinated capital notes. Half of the notes will be convertible into ordinary shares during specified periods between the issue date and repayment in

1988, at the rate of 160 fully paid ordinary shares for every £100 nominal value of the notes.

If FFI fails to exercise its full conversion rights, it would hold 18.4 per cent of the enlarged capital, against the 5.8 per cent it will hold following the placing of new shares and the rights issue.

Meanwhile, Smith estimates its pre-tax profits for the year to April 28, 1983, to be lower than a record £3.5m. In the previous year, the company lost £28,000. It predicts a final dividend of 2p net, making a total of 3p.

The extra capital is needed

because of the increase in volume and size of transactions in principal equity markets over the past few years. This has resulted in an extra requirement for finance to cover trading and settlement positions. In addition, Smith is opening an office in New York, an increasingly important centre for trading in gold, mining and Australian shares, in which it specialises.

The rights issue has been underwritten by S. G. Warburg and brokers are Cazenove & Co.

Deals in the new ordinary shares are expected to open June 13.

RESULTS AND ACCOUNTS IN BRIEF

FUNDINVEST (Investment trust)—Interest dividend 1.984p (1.851p) per 25p share for six months ended March 31, 1983. Gross income £422,024 (£405,884). Net revenue £281,105 (£269,459), after charges and £53,449 (£50,025) and tax £17,270 (£15,520). Assets attributable to capital shareholders £15.75m (£11.8m). Net asset value per share 28.00p (£28.00). Dividend 1.984p per share (£1.851p) (same). Interest payable £296,058 (£222,824). Surplus transferred from reserves £1,100,000 in cash. Group net assets £1,000,000. In contracts work in area group operates together with improvement in £5,871 credits—this time there was

arrears housing should, if continued, contribute to successful year, directors state.

GOLD & BASE METAL MINES—No dividend. Net revenue £21,621 (£21,325), after charges and £5,449 (£50,025) and tax £17,270 (£15,520). Assets attributable to capital shareholders £15.75m (£11.8m). Net asset value per share 28.00p (£28.00). Dividend 1.984p per share (£1.851p) (same). Extraordinary items, 0.35p (0.1p loss). Extraordinary item for 1982 was £1.20p (1.00p loss) in respect of sale of interest in the company's Nigerian investment, amounting to £330,000. Net remittances were £10,000 per annum during year.

THOMAS WARRINGTON & SONS (several buildings, and public works construction)—Net revenue £1,060,000 (£1,060) for 1982 year, making 6.16p (5.6p) net per 25p share. Turnover £28.48m (£10.38m). Pre-tax profit £10.39m (£12.00m), net £8.00m (£241,000). Share earnings 28.00p (24.41p) (12.28p). Resulted Revaluation surplus transferred from reserves £1,100,000 in cash. Group net assets £1,000,000. In contracts work in area group operates together with improvement in £5,871 credits—this time there was

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WILSONS (Agricultural machinery, and rubber products)—Pre-tax profits for year to January 30, 1983, were £11.632 (£242,067) on turnover £28.84m (£21.30m). Pre-tax profit £10.39m (£21.00m), net £8.00m (£241,000). Share earnings 28.00p (24.41p) (12.28p). Resulted Revaluation surplus transferred from reserves £1,100,000 in cash. Group net assets £1,000,000. In contracts work in area group operates together with improvement in £5,871 credits—this time there was

arrears housing should, if continued, contribute to successful year, directors state.

MURDOCH & PEACOCK (cash and carry, wholesaler)—Results for 1982 look better than 1981. Turnover £21.11m (£15.2m) and current assets £22.12m (£20.19m). Shareholders' funds £38.87m (£34.87m).

In working capital £2.02m (£4.52m). Meeting, Richmond, Surrey, June 4, 11.30 am.

Hewden-Stuart £8.8m rights

BY CHRISTOPHER CAMERON-JONES

Hewden-Stuart, Glasgow-based plant hire and equipment marketing concern, is raising up to £8.8m by way of a rights issue of convertible unsecured loan stock. The stock dated 2003/08, carries a 10 per cent coupon and is being issued at par on the basis of £1 per share for every 10 ordinary shares held.

The issue is being underwritten by Morgan Grenfell & Co. and brokers to it are Spears & Jeffery and Hoare Govett.

Initially the net proceeds of about £8.5m will be used to reduce bank debt but later will be applied partly to buy new equipment and the upturn in activity which the group is experiencing is sustained.

The issue is aimed at giving the group "the financial resources and flexibility" not only to take advantage of an upturn in demand but also to expand into areas seen as offering greatest potential, and to provide additional working capital to enable the merchanting division to exploit the increased range of JCB equipment.

The company says that although trading conditions in the last three years have been difficult, with hire rates and, consequently, margins coming under considerable pressure, the group has maintained a modern fleet.

In the three years to January 31, the group has won more than £20m of new plant and equipment though, since 1979/80, pre-tax results have fallen from record profits of £8.5m to £6.4m losses in 1981/82 before

being taken up.

Yearlings up

The interest rate for this week's issue of local authority bonds is 101 per cent, up half a percentage point from last year. The company is at 100 per cent a year ago. The bonds are issued at par and are redeemable at 100 on May 23 1984.

A full list of issues will be published in tomorrow's edition.

Renishaw for USM

Renishaw, the world's leading designer and manufacturer of high technology precision measuring equipment, is planning to join the Unlisted Securities Market. The issue is being handled by Lloyds Bank International. Stockbrokers to the company are Rowe & Pitman.



Transportacion Maritima Mexicana S.A. Mexico

financing in connection with the supply of two container-bulk carriers by Sunderland Shipbuilders Limited (a member firm of British Shipbuilders)

US \$61,210,955

with the funding and payment guarantee of

Export Credits Guarantee Department

Arranged by

Grindlay Brandts Limited

Funds provided by

**Grindlays Bank p.l.c. London
and
Grindlay Brandts Limited**



Taylor Woodrow looks to the future with confidence

Mr. Dick Puttick, Chairman, reports

Trading conditions throughout the year were not easy, intense competition being experienced for new work as it became available. However, despite these conditions, which have been with us for some years now, we increased our profit for the twenty-second successive year. Furthermore, as shown by the valuation of our properties, the assets of the group have been notably improved, reflecting prudent investment in the group's property portfolio.

In the light of present conditions I believe that once again the results are not unsatisfactory.

We look to the future with confidence and are well equipped to meet the challenges that lie ahead as recovery comes from the present recession in our industry.

ACCOUNTS

The turnover of the group for 1982 including our share of associated companies was £605 million compared with £575 million for the previous year and profits before taxation were £28.5 million—an increase of £3.7 million over 1981.

Analysis of turnover and profit before taxation shows that the

increased profit is derived from the group's share of associated companies' results and geographically the improvement in profit is seen to be mainly in the Americas and the Far East. Substantial progress has been made on the contract in Trinidad and this is reflected in the results for the Americas.

An analysis by activity shows the importance of our property investment activities from which we earned gross rents of almost £18 million in 1982.

After deduction of taxation and minority interests the balance remaining was £16.1 million and after adding extraordinary items of £1.4 million the profit available to Taylor Woodrow plc amounted to £17.5 million. This compares with £20.6 million in 1981 which included a considerable extraordinary profit from the sale of our property investment in Brussels.

The board has recommended a final dividend of 14.0p per share which, together with the interim dividend of 5.5p per share, makes a total payment of 19.5p per share for the year compared with 16.307p in 1981. The group continued to have a positive cash flow in 1982 of nearly £4 million and we ended the year

with liquid funds standing at £58 million. Shareholders' funds now total £272 million which equals 921p per share.

An appreciable part of the group's business is concerned with contracts that extend over a long term and trading results should therefore be judged over a period of years rather than upon the performance of a single year.

PROPERTY VALUATIONS

The properties of the group were independently valued at the end of 1982 at £215 million, of which £173 million is in investment properties. After deduction of minority interests the surplus on valuation amounting to £39 million has been credited to capital reserves.

GENERALLY

The board has great belief in free enterprise for the creation of wealth and is an active supporter of organisations concerned with these principles. With a General Election not far away we shall apply our efforts towards ensuring the re-election of government of the Conservatives whom we see as the only party dedicated to the support of free enterprise, industry and commerce and the encouragement of private initiative in business.

Despite the difficult economic circumstances of the past few years we have maintained our efforts through the principles of free enterprise to create wealth and to play our part in helping the country to improve the quality of life here and overseas. We have built hospitals, homes, factories, offices, irrigation schemes for food production and most forms of energy generation. We have earned valuable foreign currency from our activities throughout the world and we have re-invested profits in research to innovate and improve techniques so that we can continue this vital role.

Our teams of men and women throughout the world, whom we thank, remain in good heart and are working well, meeting the challenges of these somewhat difficult times.

Thanks are due to our many clients who have entrusted us with their work and to those whose co-operation and assistance enabled us to carry it out.

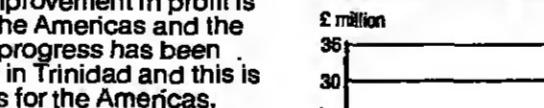
PROFIT BEFORE TAX

■ Overseas ■ U.K.



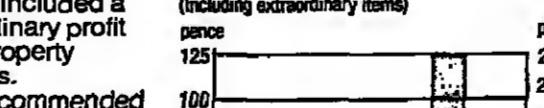
PROFIT AVAILABLE TO TAYLOR WOODROW plc (including extraordinary items)

£ million



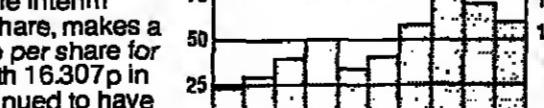
NET EARNINGS PER SHARE (including extraordinary items)

pence



GROSS DIVIDENDS PER SHARE

pence



Companies and Markets

UK COMPANY NEWS

BANGOR PUNTA INTERNATIONAL CAPITAL COMPANY**NOTICE OF CONVERSION PRICE ADJUSTMENT**

5½% Guaranteed Convertible Debentures Due 1988 (Convertible into Common Stock of Bangor Punta Corporation)

Notice is hereby given that, effective as of April 21, 1983, the conversion price of Bangor Punta International Capital Company 5½% Guaranteed Convertible Debentures Due 1988 was adjusted, and such adjusted conversion price is \$31.50.

Morgan C. Brown, III
Vice President and Secretary
May 12, 1983

BangorPunta
One Greenwich Plaza
P.O. Box 1776
Greenwich, Connecticut
06836-1776 U.S.A.

New Issue
May 18, 1983

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Amro International Limited	Banca Commerciale Italiana	Banque Paribas
Credit Suisse First Boston Limited	Daiwa Europe Limited	Dresdner Bank Aktiengesellschaft
Kleinwort, Benson Limited	Kreditbank S.A. Luxembourgeoise	Merill Lynch International & Co.
Orion Royal Bank Limited	Salomon Brothers International	Société Générale de Banque S.A.
Union Bank of Switzerland (Securities) Limited	S.G. Warburg & Co. Ltd.	
Abu Dhabi Investment Company Al-Mal International Limited	Alahli Bank of Kuwait (K.S.C.)	Algemene Bank Nederland N.V.
Atlantic Capital Corporation	Arab Banking Corporation (ABC)	Arnhold & S. Bleichroeder, Inc.
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Chemical Bank International Limited	CIBC Limited	Clauss Manhattan Limited
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Credit Industriel et Commercial Creditanstalt-Bankverein	Credit Lyonnais	Credit Industriel d'Alsace et de Lorraine
Deutsche Bank Aktiengesellschaft	Den Danske Bank af 1671 Aktieselskab	Credit du Nord
Dillit, Read Overseas Corporation	Duische Kommanditgesellschaft — Deutsche Kommanditbank —	Den Danske Provincbank A/S
Effenterbank-Werbung Aktiengesellschaft	Dominion Securities Ames Limited	DG Bank
First Chicago Limited	Eneklida Securities	Deutsche Genossenschaftsbank
Antony Gibbs & Sons Ltd.	Skandinaviska Enskilda Limited	Drexel Burnham Lambert Incorporated
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	Westdeutsche Landesbank Girozentrale	Société Générale
		Tinkhush & Burkhardt
		Viertelbank
		Aktiengesellschaft
		Yamashita International (Europe) Limited

Gieves recovery: pays above forecast**Mersey Docks shows £9.5m trading loss**

BY NICK GARNETT, NORTHERN CORRESPONDENT

SHARPLY LOWER interest charges and a saving from losses to profits by its book and magazine manufacturing division enabled Gieves Group to return pre-tax profits of £739,000 for the year ended January 31 1983 compared with £611,000 the previous year's deficit of £261,000.

A final dividend of 1.5p, amounting to a pence of at least 0.75p, makes a total of 2.25p net per 20p share—nothing was paid for 1981-82. Earnings per share came through at 1.5p (0.6p loss).

Turnover for the year totalled £22.34m (£24.09m) and with all dividends, savings and improvements, trading profits ended at £921,000, compared with a previous loss of £56,000.

A divisional breakdown of these shows: tailors and cutters £33,000 (£272,000), book and magazine manufacturers £289,000 (£354,000 loss), general trading, profits end at £104,000 (£80,000). Central expenses took £160,000 (£154,000).

Pre-tax figures were struck after deducting £150,000 (£40,000) for interest and adding £68,000 (£170,000) exceptional insurance receipts.

There was a tax credit of £12,000 (£25,000) and current year credits below the line of £106,000 (£340,000 debit), leaving the surplus from the sale of property.

The directors say the balance sheet will show net cash resources of £510,000, compared with overdrafts of £539,000 in 1982 and other borrowings reduced by £171,000.

THE Port of Liverpool's financial statement still "preliminary" and its trading position had to improve if it was to stand on its own feet as now required by the removal of Government financial assistance. Sir John Price, chairman of the Mersey Docks and Harbour Company, said yesterday.

The company announced a £9.5m trading loss for 1982 compared with £4.9m in the previous year, falling sharply in trade from 11m tonnes to 8.3m tonnes over the period.

It made a profit in the first quarter of this year, however, and Sir John said that though it had made a good start, he was "quietly confident" that the company could do this.

"All our planning and action has been aimed at standing on our own feet in 1983. This we will do if the same determination and hard work continue to be maintained," said Sir John.

The company warned that it was "not very big" and better placed to make a good start and he had made it difficult to break even if it didn't get these further manpower cuts.

The company also indicated strongly yesterday that it will want to see the existing two-year trading and production agreement followed by another two-year deal. The settlement anniversary date for dockers is April 1984, and for other staff, June of the same year.

British Aerospace

Sir Austin Pearce, the chairman of British Aerospace, told the AGM that competition was strong and that major efforts were under way to reduce the group's costs and so maintain its competitive edge. He revealed a rationalisation programme—including withdrawal of cargo handling activities from Birken-

Albert Martin to raise £920,000

BY DOMINIC LAWSON

ALBERT MARTIN Holdings,

the Birmingham-based textile group

which has had some success

with its new products

and productivity agreement with

the unions improving work flexi-

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which has had some success

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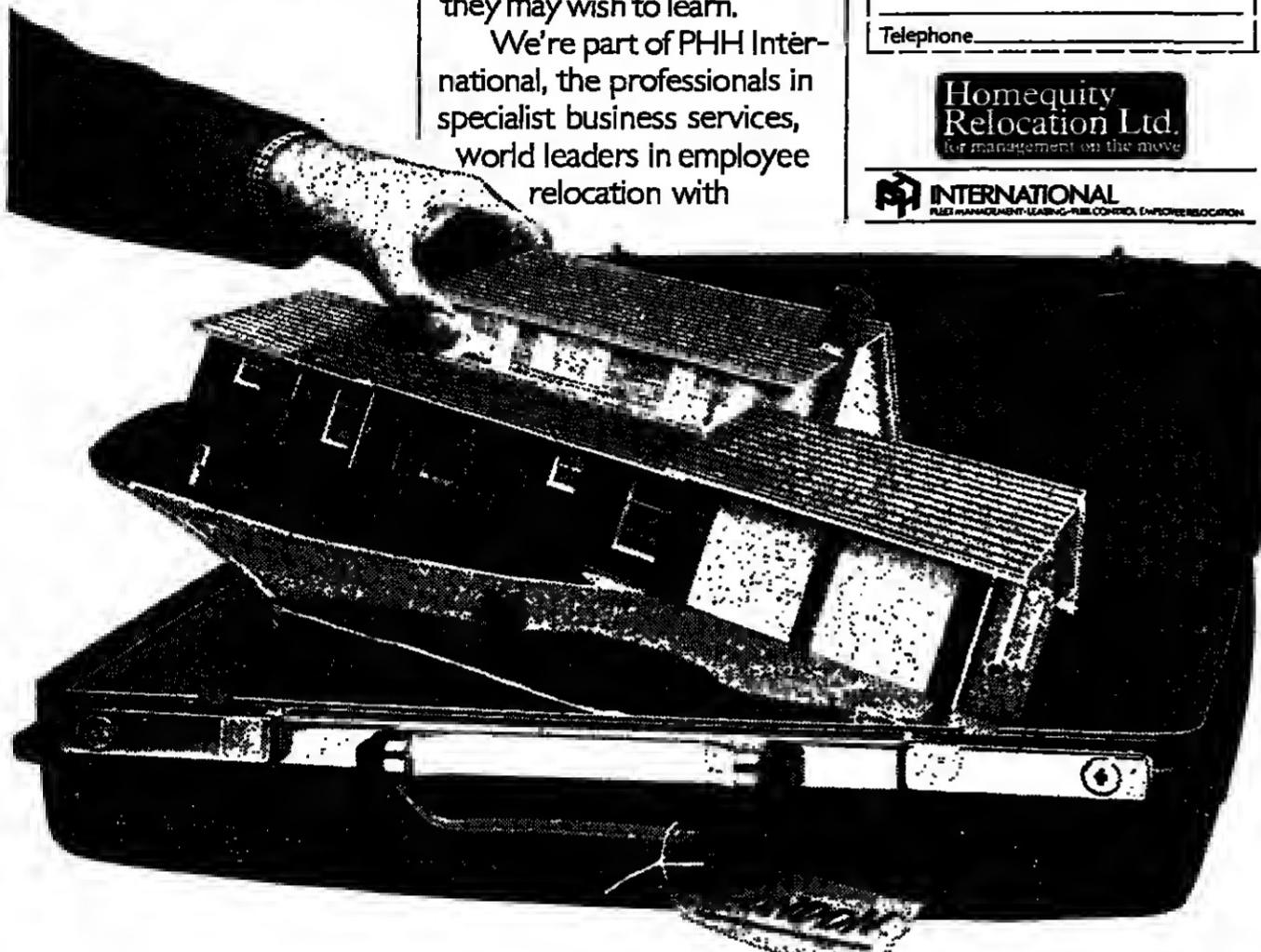
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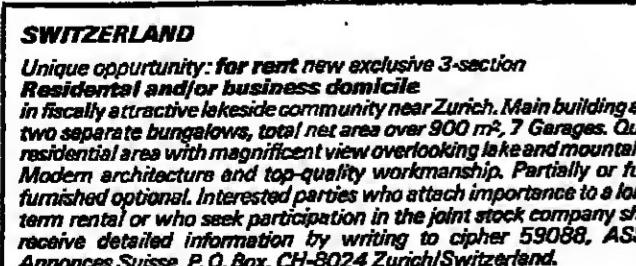
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CONTRACTS

£9m for Espley-Tyas

Contracts worth almost £9m have been won by **ESPLEY-TYAS CONSTRUCTION**, part of the construction division of the Espley-Tyas Property Group. The largest order, worth £5.5m is for a new head office at Colindale, North London, for MFL. Other work includes a £1.2m office block in Bromley for Redake Securities and a £500,000 contract for new and renovated houses and flats for Chadwick Homes at Stratford-upon-Avon.

TILCON, a member of the Thomas Tilling Group, has announced orders to the value of £12m to supply a range of construction materials, including sand and gravel, ready-mixed concrete, lime and timber. The materials are being used in a number of large projects throughout the UK, including laying a mastic asphalt wearing course on the Fonthill Road Bridge; ready mixed concrete for the A63 South Docks Road in Hull; for Cimex and Co., and the laying and supply of bitumen material for the M65 between Heysham and Huncote for main contractors, Cementation.

A £1m contract for 100 power supply stations for British Telecom's electric exchanges has been awarded to **BOWAR BRENTFORD ELECTRIC**, a Low & Bowar company. The equipment will convert incoming mains supply to the direct current required by the "System X" telephone equipment and stand-by batteries.

The **EXPRESS LIFT CO.**, a subsidiary of the General Electric Co., has received a lift contract for 24 high speed lifts with micro-processor control, which will operate at 500 ft per minute to serve four 32-storey high-rise flats. These blocks are being built by the Hong Kong Housing Authority, as part of a home

ownership scheme, enabling the purchase of flats for the lower income groups. The order is worth £1.5m.

Wide area radiopaging receivers worth about £7m have been ordered by the Tandy Corp. of Worth, Texas, from **STANDARD TELEPHONES AND CABLES**. For the first time, they are to be sold "over the counter" both business and non-business users in the U.S. Tandy's order is the largest for STC radiopagers from either the home or the export market. The radiopagers are made at the company's Monksmill factory in Northern Ireland. First deliveries have already been made and will continue through 1983.

First major order has been placed by RACAL-OAK, formed six months ago, to supply British Telecom with cable television equipment. The contract is worth over £1m and is for equipment to ensure that cable programmes are only viewed by authorised subscribers. Deliveries are to commence during the first quarter of 1984 and British Telecom has an option for a follow-on to double the quantity of the equipment supplied under the first contract.

J. M. JONES & SONS has been awarded contracts totalling over £7m. Work includes a seven-storey office block in Swindon for the Prudential Assurance Company, worth over £3.5m. The Property Services Agency has awarded a £288,252 contract for demolition and alterations to a telephone service centre, and Speybank Land & Estates has awarded a contract worth nearly £1.5m for a three-storey office block, with underwriting permission to use parts and alterations to existing buildings.

CARKEEK BUILDING CONTRACTORS has won four contracts worth in excess of £2m. The two largest, each worth about £1m, are for the construction of 74 flats at Plymouth for the Devon & Cornwall Housing Association, and residential accommodation at Torbay Hospital for the South Western Regional Health Authority. The others are for 28 elderly persons' flats on behalf of the Royal British Legion Housing Association, Plymouth, and the building of Local Junior and Infants School for Cornwall County Council. Carkeek Building Contractors is a member of Plymouth-based Carkeek Group.

Export orders worth nearly £1m a year have been won by General Motors' AC SPARK PLUG plant at Kirkby, Liverpool. The plant, which designs and manufactures automotive components, has been chosen to supply 11 different products during 1983, the first of which goes into production this month. Eight of the new components are variations of a reset odometer (mileage recorder) for export to General Motors' five U.S. car divisions.

F. G. WILSON (ENGINEERING), Belfast, has won orders worth more than £3.5m from Saudi Arabia. One £1.6m order from the National Electricity Service for 12 mobile units, each of 1.5mVA, has already been designed and commissioned at a number of sites in the Kingdom in 14 weeks from receipt of order. Each generating set, weighing nearly 30 tons, is a self-contained unit providing power to the grid at 13,800 volts.

New-build and refurbishment contracts worth over £2m have been awarded to **MANSFIELD LTD.** in London and the Home Counties. At London Road, Staines, a two-storey, 1,400 sq metres office block is under construction under a £275,650 contract for London Grebe and GMC Superannuation Fund, for completion

in early 1984. A new church of St Joseph at York Road, Guildford, due for completion in March next year, under a £752,200 contract for the Roman Catholic Diocese of Arundel and Brighton. In Croydon, a £625,000 refurbishment programme to a three-storey office block at Lansdowne Road is being carried out for Standard Life Assurance. Roof repairs and decorations are being undertaken for the Royal British Legion Housing Association, Plymouth, and the building of Local Junior and Infants School for Cornwall County Council. Carkeek Building Contractors is a member of Plymouth-based Carkeek Group.

G. E. WALLIS & SONS has a contract for 188 bungalows and units for the handicapped at Cefnill, South Glamorgan Council (£2.8m) and will shortly commence work on an engineering overhaul facility at RAF St Athan, for the PSA (£527,842).

GOULD SKL has signed a long-term agreement with the General Electric information services company to supply its Concept 32/27 computer systems for use in GE's worldwide telecommunications network. The agreement, which can last up to 10 years, is valued at \$3m (£1.5m) in the first year.

The following contracts have been awarded to **RALFOUR BEATTY CONSTRUCTION**. An £8m block of structures project for Livingston Development Corp.—£50,000; conversion of factory units to Territorial Army centre, Longbenton, Newcastle—£490,000; Tavra, Newcastle—£240,000; Scotby to Durranhill sewer for Castle Creek Council—£21,400; Balfour Beatty contractors will also be involved in the erection and dismantling of the stands at the Royal Military Tattoo, Edinburgh Castle, under a £200,000 contract.

A Middle East contract worth over £2m has been won by Derbyshire-based **BUTTERLEY BUILDING MATERIALS**, a subsidiary of The Butterley Trust. The contract is for the supply of clay pavers to the Government of Qatar.

FORFRAME CO., recently acquired by Photo Album Specialists, Huntingdon, has won a £2m (£1.27m) order from JMS distribution of New York for 500,000 photo frames of four different types.

Two subsidiaries of **BRENGREEN (HOLDINGS)** have been awarded the following contracts: Exclusive Tanzificio has won a contract to clean Queen Alice

Plenty of work for Wimpey

WIMPEY CONSTRUCTION UK has been awarded contracts throughout the UK totalling over £5m. Offices and laboratories are to be built at Starcross near Exeter by the Plymount office for the Department of the Environment under a £1.8m contract. A leisure centre to be built by the Cardiff office for Taff Ely Borough Council, Mid Glamorgan, is worth £1.57m. Other work includes renovation of 497 homes for Birmingham Borough Council by the Birmingham office under two contracts totalling £1.84m and Barclays Bank has placed a £495,000 contract with the London office for demolition of buildings on its site in Clarence Street, Kingston-on-Thames, and the construction of a basement and four-storey extension to existing premises.

J. DONNELLY CONSTRUCTION

has been awarded two contracts valued at £1.6m. The first, for alterations and modifications at The Co-operative Bank's Ballont Street premises, Manchester, is worth £832,000. The second, for a WRVS housing association, is to build sheltered housing at Glassop, and is worth £831,000.

International Airport, Amman, Jordan. The total is £1m over three years. Exclusive Health Care Services has been awarded a contract to clean the Blood Products Laboratory at Elstree. The contract, the company's first, is worth £112,000 over two years.

JOHN LAING DEVELOPMENT SERVICES has begun construction of Albany House, a 20,000 sq ft office building in Edinburgh. The contract, worth over £1m, is for a four-storey building plus a covered basement car parking area with direct access to the offices.

Sheffield City Council has placed an order with ICL worth over £1m for equipment and software in ICL's networked product line including a dual 3988 mainframe computer system with 32 megabytes of mainstore and some 6,000 megabytes of disc capacity.

JOHN LAING DEVELOPMENT SERVICES has begun construction of Albany House, a 20,000 sq ft office building in Edinburgh. The contract, worth over £1m, is for a four-storey building plus a covered basement car parking area with direct access to the offices.

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General Accident

THREE-MONTHS' RESULTS

Interim Statement

The results for the three months ended 31st March 1983, estimated and subject to audit, are compared below with those for the similar period in 1982, which are restated at 31st December 1982 rates of exchange; also shown are the actual results for the full year 1982. It must be emphasised that the results for the interim period do not necessarily provide a reliable indication of those for the full year.

	3 Months to 31.3.83 Estimate £ millions	3 Months to 31.3.82 Estimate £ millions	Actual Year 1982 £ millions
Net written premiums— General Business	342.1	288.9	1,233.0
Investment Income	48.2	44.1	195.5
Underwriting Result— General Business	(46.0)	(66.2)	(153.8) 45
Long Term Insurance Profits	1.1	1.1	
	9.2	(11.0)	46.2
Loan Interest	0.4	0.4	1.7
Profit/(Loss) before Tax and Minority Interests	8.9	(11.4)	44.5
Taxation	(3.5)	(10.0)	(9.1)
Minority Interests and Preference Dividend	0.5	0.2	1.3
Net Profit/(Loss) attributable to Shareholders	11.9	(1.6)	52.3
Principal exchange rates used in translating overseas results	\$1.45	\$1.62	\$1.62
U.S.A.	\$1.45	\$1.62	\$1.62
Canada	\$1.83	\$1.99	\$1.99

Net written premiums and investment income increased in sterling terms by 14.5% and 9.3% respectively. Adjusted to exclude the effects of currency fluctuations the increases were 9.7% and 4.3% respectively.

In the United Kingdom, net written premiums were £125.3m (1982 £113.4m) and there was an underwriting loss of £19.3m (1982 £27.7m loss). Weather losses were much less than in the comparable quarter last year. This benefit was mainly reflected in the Homeowners and Commercial Property accounts which nonetheless reported underwriting losses of £3.7m (1982 £10.2m loss) and £5.4m (1982 £9.0m loss) respectively. The Motor account produced a loss of £8.1m (1982 £7.2m loss) reflecting the continuing high incidence of claims. Experience in the Liability classes was also substantially adverse.

In the United States, net written premiums were \$193.3m (1982 \$181.3m) and the operating ratio was 109.70% compared with 111.04% for the same period last year. This marginal improvement, which largely stems from a comparatively better weather experience, was reflected in all major lines. On the United Kingdom accounting basis, the underwriting loss was £13.5m (1982 £12.7m loss).

Elsewhere there were aggregate underwriting losses of £7.2m (1982 £15.8m loss). The substantial part of this improvement arose in Canada where there was a modest profit after a loss of £5.4m a year ago. Despite an improved result from France, E.E.C. territories deteriorated £1.1m to a loss of £5.2m due principally to a very adverse experience in Ireland. Australia maintained last year's underwriting loss at £2.6m after claims from bush fires amounting to £2.8m.

General Accident Fire & Life Assurance Corporation plc.
World Headquarters, General Buildings, Perth, Scotland.

AT 600 FEET AMCA PRECISION IS THE BOTTOM LINE

Helicopter manufacturers—like Sikorsky Aircraft—rely on the skill and precision of Fenn Manufacturing, a unit of AMCA International Corporation.

Fenn is a key supplier to major helicopter companies and makes more than 1500 parts for Sikorsky, including nearly all the rotor assembly parts for the CH-53E "Super Stallion" shown above.

Using titanium and other exotic alloys, Fenn manufactures these key propulsion-system parts to the highest precision and closest tolerances. Fenn is part of AMCA's Aerospace Division, along with Monroe Forgings which shapes alloy metals into components for jet engines and other high-technology products.

Manufacturing technology like this is helping build a worldwide family of companies with planned revenues of \$5 billion by 1989.

The record so far: Over the last

ten years, at AMCA International we have:

- improved the quality of our earnings;
- developed an exceptional management team for the years ahead;

- acquired industry strengtheners and entered industries compatible with our basic skills;

- made significant progress in the vital area of return on shareholders' equity.

Worldwide leader. AMCA began life 101 years ago as Dominion Bridge Company, building bridges to span the North American continent. Today, AMCA International is a worldwide producer of a broad range of industrial products, construction equipment, engineering and construction services, and machine tools.

For our latest financial report write:
Dept. FT, AMCA International Ltd., 200 Ronson Drive, Toronto, Ont. M9W 5Z9. AMCA is traded on the Toronto and Montreal exchanges. Listing: AMCA Int.



Nearly 4000 rotor parts are made by Fenn.

AMCA INTERNATIONAL

We're not your average growth company.



The Application List for the Shares now offered for sale will open at 10 a.m. on 23rd May 1983 and will close at any time thereafter as Simon & Coates may determine.

Copies of this Offer for Sale, having attached thereto the documents specified herein, have been delivered to the Registrar of Companies for registration.

Application has been made to the Council of The Stock Exchange for the grant of permission for the whole of the issued share capital of Adam Leisure Group PLC ("the Company" or "Adam") to be dealt in on the Unlisted Securities Market. It is emphasised that no application has been made for these securities to be admitted to listing. This Offer for Sale includes particulars given in compliance with the Regulations of the Council of The Stock Exchange for the purpose of giving information with regard to the Company. The Directors of the Company have taken all reasonable care to ensure that the facts stated herein are true and accurate in all material respects and that there are no other material facts the omission of which would make misleading any statement herein whether of fact or of opinion. All the Directors accept responsibility accordingly.



Registered in England under the Companies Acts 1948 to 1976 (Number 1530514)

Offer For Sale by Tender by SIMON & COATES

of
5,000,000 Ordinary Shares of 10p each at a minimum price of 80p per share,
the price tendered being payable in full on application

HIGHLIGHTS

The following information should be read in conjunction with the full text of this Offer for Sale.

BUSINESS

The Adam Group is a leading UK importer and distributor within the UK of high technology consumer entertainment and leisure products. The products marketed range from electronic mini-arcade games, video game cartridges and power transformers for consumer electronic products to a traditional range of model kits and toys.

TRADING RECORD

	Forecast 12 months ending 31 August 83	12 months ended 31 August 82	12 months ended 31 August 81	17 months ended 31 August 80	15 months ended 31 March 79
Sales	£1,000 21,000	£1,000 13,640	£1,000 5,223	£1,000 4,494	£1,000 4,711
Profit before taxation	3,000	1,275	355	100	723
Earnings per share assuming a full tax charge	5.76p	2.38p	0.68p	0.17p	1.37p

Offer for Sale Statistics based on the Minimum Tender Price

Minimum Tender Price	80p
Market Capitalisation	£20,000,000
Earnings per share	5.76p
Based on the forecast of profit for the year ending 31st August 1983	
Price Earnings Ratio	13.88 times
Based on the 25 million Ordinary Shares now in issue assuming 52% tax charge	3.57%
Anticipated Gross Dividend Yield	15.8p
Net Tangible Assets per share	

BACKGROUND

During the last decade the rise in the use of computers for leisure, the development and rapid availability of micro-processors, has had a substantial impact on the market for electronic and leisure products. The continued demand and application of both technology in consumer products should ensure a continuing expansion of the market, as these products play an increasingly important role in people's entertainment and relaxation.

The Adam Group is a leading UK importer and distributor within the UK of high technology consumer entertainment and leisure products, operating from its head office in London and its subsidiary companies throughout the UK, Ireland and the rest of Europe.

The Group's core activities are the importation and distribution of electronic mini-arcade games, video game cartridges and power transformers for consumer electronic products and electronic components.

The Group's principal products include electronic mini-arcade games, video game cartridges and power transformers for consumer electronic products and electronic components.

The Group's principal products include electronic mini-arcade games, video game cartridges and power transformers for consumer electronic products and electronic components.

HISTORY

Christopher Rycroft, Chairman of Adam Imports Limited ("Adam Imports") in 1974, introduced electronic calculators to the retail industry.

In 1975 Adam Imports began to import electronic calculators, electronic games, video game cartridges and power transformers for consumer electronic products and electronic components.

In 1976 Adam Imports began to import electronic games, video game cartridges and power transformers for consumer electronic products and electronic components.

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In 2020 Adam Imports began to import electronic games, video game cartridges and power transformers for consumer electronic products and electronic components.

In 2021 Adam Imports began to import electronic games, video game cartridges and power transformers for consumer electronic products and electronic components.

In 2022 Adam Imports began to import electronic games, video game cartridges and power transformers for consumer electronic products and electronic components.

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In 2062

- Financial Times Wednesday May 18 1983

INSURANCE & OVERSEAS MANAGED FUNDS

INSURANCE & OVERSEAS MANAGED FUNDS

G.T. Management Ltd.	100, Finsbury Circus, London EC2M 7QJ 01-626 8131	London A'dam & Nthn. Mtd. Assur. Ltd.	L10, 129 Kingsway, London WC2B 5NF 01-040 0773	Standard Life Assurance Company	3 George St., Edinburgh EH2 2XZ, 031-225 2552	Barclays Unicorn International	1, Charing Cross, St. Helier, Jersey, 0534 73761
Hartlife Life Assur. Co. Ltd.	101, 103, 105, 107, 109, 111, 113, 115, 117, 119, 121, 123, 125, 127, 129, 131, 133, 135, 137, 139, 141, 143, 145, 147, 149, 151, 153, 155, 157, 159, 161, 163, 165, 167, 169, 171, 173, 175, 177, 179, 181, 183, 185, 187, 189, 191, 193, 195, 197, 199, 201, 203, 205, 207, 209, 211, 213, 215, 217, 219, 221, 223, 225, 227, 229, 231, 233, 235, 237, 239, 241, 243, 245, 247, 249, 251, 253, 255, 257, 259, 261, 263, 265, 267, 269, 271, 273, 275, 277, 279, 281, 283, 285, 287, 289, 291, 293, 295, 297, 299, 301, 303, 305, 307, 309, 311, 313, 315, 317, 319, 321, 323, 325, 327, 329, 331, 333, 335, 337, 339, 341, 343, 345, 347, 349, 351, 353, 355, 357, 359, 361, 363, 365, 367, 369, 371, 373, 375, 377, 379, 381, 383, 385, 387, 389, 391, 393, 395, 397, 399, 401, 403, 405, 407, 409, 411, 413, 415, 417, 419, 421, 423, 425, 427, 429, 431, 433, 435, 437, 439, 441, 443, 445, 447, 449, 451, 453, 455, 457, 459, 461, 463, 465, 467, 469, 471, 473, 475, 477, 479, 481, 483, 485, 487, 489, 491, 493, 495, 497, 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2245, 2247, 2249, 2251, 2253, 2255, 2257, 2259, 2261, 2263, 2265, 2267, 2269, 2271, 2273, 2275, 2277, 2279, 2281, 2283, 2285, 2287, 2289, 2291, 2293, 2295, 2297, 2299, 2301, 2303, 2305, 2307, 2309, 2311, 2313, 2315, 2317, 2319, 2321, 2323, 2325, 2327, 2329, 2331, 2333, 2335, 2337, 2339, 2341, 2343, 2345, 2347, 2349, 2351, 2353, 2355, 2357, 2359, 2361, 2363, 2365, 2367, 2369, 2371, 2373, 2375, 2377, 2379, 2381, 2383, 2385, 2387, 2389, 2391, 2393, 2395, 2397, 2399, 2401, 2403, 2405, 2407, 2409, 2411, 2413, 2415, 2417, 2419, 2421, 2423, 2425, 2427, 2429, 2431, 2433, 2435, 2437, 2439, 2441, 2443, 2445, 2447, 2449, 2451, 2453, 2455, 2457, 2459, 2461, 2463, 2465, 2467, 2469, 2471, 2473, 2475, 2477, 2479, 2481, 2483, 2485, 2487, 2489, 2491, 2493, 2495, 2497, 2499, 2501, 2503, 2505, 2507, 2509, 2511, 2513, 2515, 2517, 2519, 2521, 2523, 2525, 2527, 2529, 2531, 2533, 2535, 2537, 2539, 2541, 2543, 2545, 2547, 2549, 2551, 2553, 2555, 2557, 2559, 2561, 2563, 2565, 2567, 2569, 2571, 2573, 2575, 2577, 2579, 2581, 2583, 2585, 2587, 2589, 2591, 2593, 2595, 2597, 2599, 2601, 2603, 2605, 2607, 2609, 2611, 2613, 2615, 2617, 2619, 2621, 2623, 2625, 2627, 2629, 2631, 2633, 2635, 2637, 2639, 2641, 2643, 2645, 2647, 2649, 2651, 2653, 2655, 2657, 2659, 2661, 2663, 2665, 2667,						

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to discuss grain
sales, Page 37**

SECTION III - INTERNATIONAL MARKETS

FINANCIAL TIMES

Wednesday May 18 1983

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003

WALL STREET

Money bulge continues to discomfort

STOCK PRICES on Wall Street remained yesterday under the cloud cast by the resurgence in M1 money supply, which has depressed the bond market and left equities to fend for themselves, writes Terry Byland in New York.

In the share market, selling, which was restricted to Blue Chip stocks, died away at midday and over the broad range of the market, prices turned higher. The Dow Jones industrial average, below 1,200 in early trading, closed 2.81 up at 1,205.79.

Turnover was moderate with only 79.5m shares traded, but the firmness of the market was displayed in 962 shares with gains and compared with 857 with losses.

Analysts in the credit markets now predict that money supply will be uncomfortably high throughout this month as distortions in the April totals work through the system.

By the end of the morning sellers of equities were gradually outnumbering buyers and profit-taking was evident in the market leaders.

IBB at \$113% was \$1% down, with the shares gaining little benefit from predic-

tions that the group was about to introduce a 256K Ram semiconductor chip.

A flow of corporate trading results kept the retail share sector busy and confirmed market belief that the economic recovery is now showing through to consumer spending levels.

Among retailers to advance after disclosing higher first-quarter profits were Allied Stores, 5½ up at \$46.75, and May Department Stores 5½ up at \$53.75.

K-mart, the largest of the discount retailers, added 5¾ to \$31 after a sharp rise in earnings had confirmed market expectations.

Ford Motor at \$50 gained 5¾ and provided the firm spot in a dull motor sector. General Motors lost 5¾ to \$89 and Chrysler shed \$26.

Oil stocks gave up 3½ to 5½ with Exxon at \$33.6, Mobil at \$30 and Standard Oil of California at \$39.

In mixed airline shares, Pan American held firm at \$64 but Eastern, which is negotiating another deal with its employees, lost 5¾ to \$61.

Shares in Lockheed, the aerospace defence group, gained \$1 to \$114 after the board said it was not considering a return to cash dividends but might consider splitting the stock.

Also in the aircraft trading sector, there was a brisk turnover in shares of McDonnell Douglas as investors assessed the outlook of the plane builders. At \$58, McDonnell shares fluctuated around their overnight level throughout the session.

There was a fall of 5% to \$27% in Prime Computer after the board warned that profits would be lower in the second quarter.

In the Treasury Bill market, discounts

adjusted to the levels of Monday's auction which was on a smaller scale than usual since Congress has yet to confirm the needed increase in Treasury debt ceilings.

Three-month Bills were at a discount of 8.12 per cent and the six-month at 8.19 per cent, both slightly lower than overnight. With Federal Funds rate higher again at 8¾ per cent the short end of the debt markets remained subdued. At this level the Fed arranged \$2bn in customer repurchase agreements.

At the longer end, dealers lifted quotations at first but soon found few sellers. The benchmark long bond, the 10% per cent of 2012, slipped to 98½.

Strength in resources kept Toronto buoyant, but Montreal showed weakness in banks, industrials and utilities alike, with only the papers and publishing sector providing consistent gains.

LONDON

Sound but uninspired performance

THE EQUITY market in London put on a relatively sound performance yesterday in the face of Wall Street's sharp overnight setback and a UK opinion poll suggesting a reduced lead for the Government in the June general election.

Investment interest remained at a low ebb, but most leading shares regained their poise after an uncertain start. Down 3.5 at first, the FT Industrial Ordinary share index edged higher; to close 4.5 up at 675.6.

Early interest centred around Thomas Tilling following BTR's increased share exchange offer or alternative cash bid worth 225p per share. Tilling advanced 29p to 230p, with BTR reported to have been purchasing Tilling shares in the market. BTR closed 6p lower at 412p.

Norton Optex bid for John Waddington also helped to enliven yet another uninspiring session in equities, generating speculative activity in a number of other possible bid candidates.

Among index constituents Bowater, the subject of recent U.S. bid rumours, staged a revival, while Plessey continued to make progress ahead of preliminary figures. Hawker also made a useful rally, but the outstanding performer was P & O deferred, which jumped 12p to 164p.

Government stocks fared little better in the way of activity. Sentiment remained clouded by fading hopes of an early reduction in the U.S. discount rate and the fall overnight in bond values there. But losses ranging to ¼ among long-dated gilts were often reduced, while the shorts again closed narrowly mixed on balance.

An initial decline in the gold sector of mining markets was quickly reversed by the firm performance of the bullion price. The latter eased to \$437 in initial trading but rallied strongly in the afternoon to close a net 55.25 higher at \$443 an ounce.

South African golds echoed this performance, closing with good gains on balance in the wake of persistent American interest in late dealings, and the Gold Mines index moved up 3.3 to 681.1.

Features in golds included South African, which improved 1% to a year's high of 245%, while similar gains were common to Durban Deep, 126% and Randfontein, 110%.

Late gains in London financials reflected the rally in bullion prices. RTZ recovered from 575p to close a net 3p firmer at 580p.

The recent strength of platinums was sustained with Impala a further 10p firmer at a 1983 high of 845p and Rustenburg 5p up at 800p.

Share information service, Pages 38-39

AUSTRALIA

Selling abates

A WAVE of initial Sydney selling gave way later in the session as the absence of overseas investors led to a stock shortage. The All Ordinaries index, briefly below the 500 level, recovered to 602.5 for a loss of 1.4.

Volume was low ahead of the Labor Government's economic statement tomorrow. Metals finished steady, with some nervousness among cheaper golds, while oil and gas issues displayed an easier bias.

BHP, at one stage as low as A\$7.98, ended with a two-cent gain at A\$8.14.

SOUTH AFRICA

Industrials up

QUALITY industrials were at a premium in Johannesburg as tobacco group Rembrandt surged R2 to R25.50, the OK Bazaar stores chain 50 cents to R26 and Nedbank 30 cents to R14.10.

An exception was Barlow Rand, usually taken as a bellwether, which slipped 5 cents to R13.45 after lower interests.

Golds were pulled lower, with losses ranging to R2 for Randfontein at R187.

FAR EAST

Expectations disturb exporters

EXPORT-RELIANT issues were adversely affected throughout Far Eastern markets yesterday by Wall Street's overnight downturn and the bleaker picture for U.S. rates, but relatively cautious trading levels reflected investors' lack of clarity on how persistent the trend would be.

Small-lot selling depressed Tokyo blue chips to provide a fifth successive decline for the Nikkei-Dow Jones market average, off 19.56 to 8,572.23. With volume at 270m shares, the stock exchange index slipped 0.81 to 628.21.

Some dealers noted wariness ahead of the Williamsburg economic summit in 10 days' time, where world interest and exchange rates as well as trade frictions would come under scrutiny.

Selling gained pace gradually through the day, leaving TDK with an eventual Y40 fall to Y4,730, Sony Y10 to Y3,600, Hitachi Y7 to Y776 and Fuji Photo Y10 to Y1,780, Suzuki, which reported higher after-tax profits but lower recurrent earnings for its latest year, dipped Y2 to Y496.

Trust banks firmed after a flurry of proposed share issues in the sector. Mitsui Trust rose Y23 to Y350 and Sumitomo Trust Y22 to Y350. Other higher areas included non-ferrous metals, sugars and some precision instrument stocks.

Two office equipment concerns showed sharp jumps: Kukyo moved the maximum Y100 up at Y938 after improved interim results while Max rose Y48 to Y749, both aided by news of a listing next month for Mutu Kogyo, a rival in the field.

Government bond prices recovered from morning weakness to end little changed, with most interest at the long end.

Late Hong Kong bargain hunting by smaller local investors allowed a finish off the day's lows and the Hang Seng index, down nearly 16 points midway, ended at 930.70 for a fall of 12.10.

Continuing weakness in the local currency against the U.S. dollar dampened activity, and turnover was worth only some HK\$83.21m.

Hongkong Bank shed 10 cents to HK\$7.85, Hongkong Land and Cheung Kong five cents apiece to a respective HK\$3.90 and HK\$8.15, while Hutchinson Whampoa moved ex-dividend to close at HK\$11.70 against Monday's HK\$12.10.

Bouts of Singapore buying support alternating with profit-taking left an uncertain tone and narrowly mixed finish, with the Straits Times industrial index 4.81 off at 951.87 but many selected gains in evidence.

Fraser and Neave added 10 cents to \$88.10, and a sought-after property sector featured a 26 cents surge for Malaysian Credit at \$84.04.

Banks remained weak, with a fall of 10 cents for OCBC at \$81.40 and five cents each for OUB and UOB at \$85.55 and \$85.05.



EUROPE

Bumpy ride with some progress

THE SUDDEN turbulence being encountered in the downward path of world interest rates activated warning lights on European domestic bond markets yesterday, where price falls of half a point were common, but spare values in some centres were able to nose upward again after Monday's declines.

Foreign buyers found Frankfurt bargains in good supply, taking the Commerzbank index 11.5 up to 926.7 and the FAZ 3.87 stronger at 369.49 at their mid-session daily calculations, although both remained below last week's finish and trading dwindled toward the end of the session.

Banks were in particular demand, with Commerzbank itself DM 4 higher at DM 12.12, Dresdner DM 5 ahead at DM 18.3 and Deutsche Bank DM 7 to DM 33.4. But the star was Bayerische Hypo- und

bank, which gained DM 13 to DM 31.7.

West German bond prices shed up to 40 basis points, requiring the Bundesbank to take up DM 113.6m in paper after Monday's sizeable DM 163.9m worth. Yields for the Finance Ministry's new five-year notes (Bundesobligationen) were raised from 7.2 to 7.3 per cent, and the rate on two-year discountable Treasury notes (Finanzierungsschäfte) from 8 to 8.12 per cent.

Banks also fared well in Zurich, where the upturn was broadly based but unspectacular in extent and only moderate in volume. UBS added SwFr 45 to SwFr 3,270 and Swiss Bank SwFr 4 to SwFr 323.

Limited Amsterdam losses persisted, with banks there a weak spot. Ned Mid slipped F12 to F15 and Amro 50 cents to F15.20, but mortgage bank WUH improved F14 to F11.9.

Declines among Paris stocks outnumbered advances three to one, and only engineering and stores showed resilience. In construction Dumez fell FFr 29 to FFr 730 and Bouygues FFr 8 to FFr 702, but elsewhere Matra put on FFr 45 to FFr 1,390.

A quarter-point cut in call money to 12.4% per cent aided the French credit market, where Crédit Agricole is expected this week to raise FFr 4.5bn and Caisse Centrale des Banques Populaires FFr 900m.

The first day of the Milan trading month brought strong gains, pared slightly by the close. Montedison added L.6.40 to L130 on news of its link with Hercules of the U.S. A dull Madrid displayed losses of Pta 2 each for Banco do Bilbao at Pta 233, Central at Pta 299 and Hispano at Pta 224.

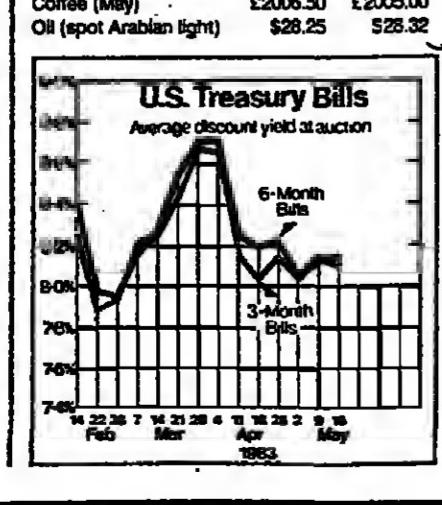
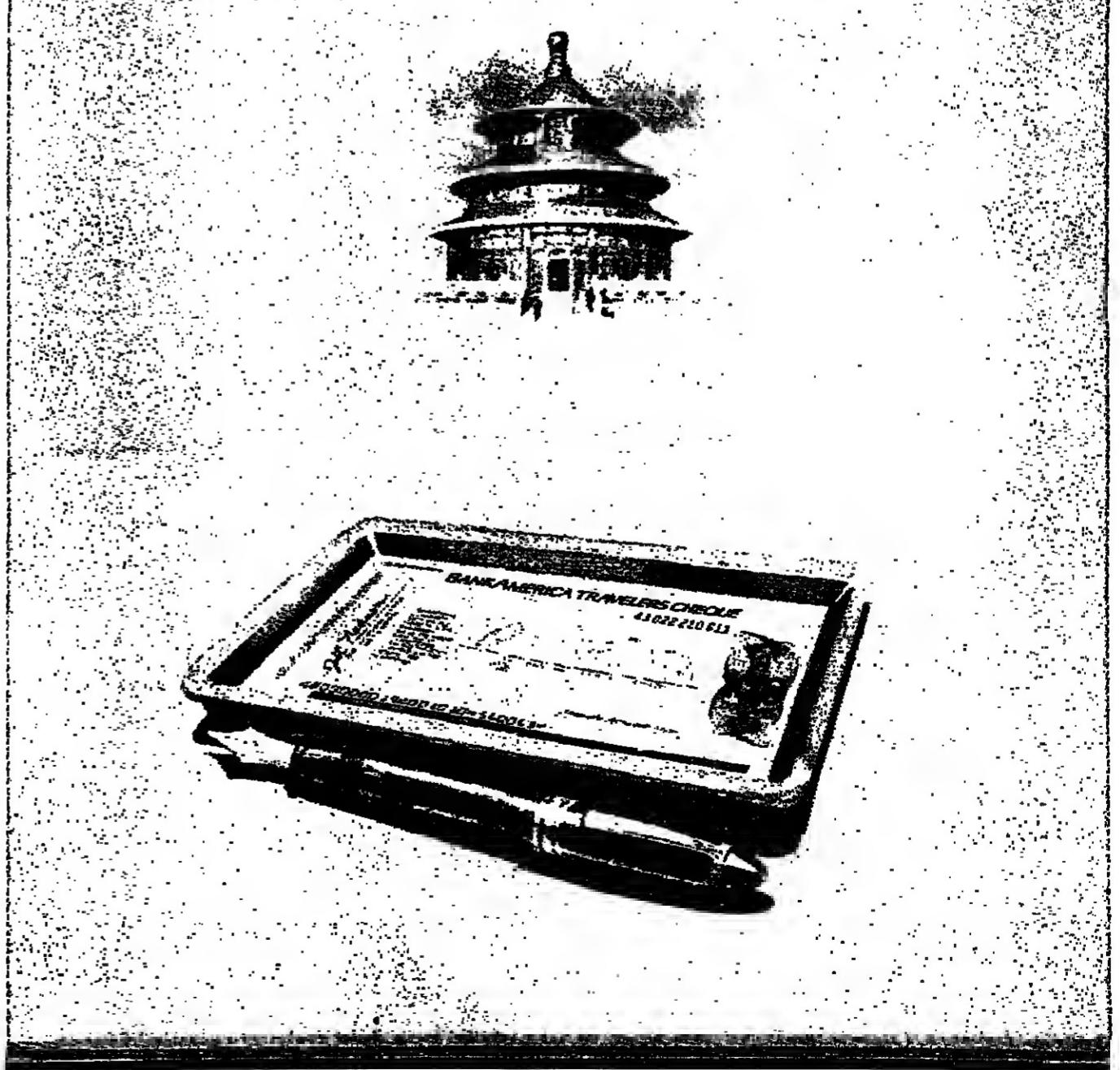
Non-ferrous metals led Brussels lower, with Vieille Montagne off BFr 250 at BFr 2,900 and Hoboken BFr 95 at BFr 4,740. Heavy Stockholm trading took Asea down SKr 15 to SKr 365 and Volvo SKr 13 to SKr 518. Astra slipped SKr 50 to SKr 2,000, eradicating the previous day's rise.

It takes something extraordinary to be known the world over

BankAmerica Travelers Cheques. World Money.

In all the world, few things receive international recognition. BankAmerica Travelers Cheques do. They are carried with confidence by experienced travelers on six continents, and welcomed by merchants in 160 countries. They are available in leading world currencies. And they are the only travelers cheques that carry the backing of BankAmerica Corporation, a leader among the world's foremost financial institutions. BankAmerica Travelers Cheques. Is it any wonder they are known as World Money?

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* indicates latest pre-close figure

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Follow the Leader

Do you want to reach the top international financial specialists in European industry?

In mid 1982, the Financial Times, The Economist, and Euromoney commissioned Research Services Ltd. to conduct a study amongst these senior international financial specialists in order to discover what they read.

The published report is now available, and the results show that the publication most widely read by this prime target group was the Financial Times. By comparison, the table below shows the readership figures for some of the other 40 publications that were covered by the research.

For more information about this research, or the position of the FT in the European market place, please contact your local Financial Times representative or the Market Research Department of the Financial Times.

	Readership %
FINANCIAL TIMES	42
E.A.Z.	24
HANDELSBLATT	21
LE MONDE	11
LHT	9
NEUE ZURCHER ZEITUNG	8
WALL STREET JOURNAL	6
BUSINESS WEEK	24
ECONOMIST	22
TIME	13
NEWSWEEK	11
INSTITUTIONAL INVESTOR (INT'L)	21
EUROMONEY	17

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Continued on Page 3

AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

Continued on Page 36

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

WORLD STOCK MARKETS

CANADA

(Closing Price)	May	Yield
AACM Int.	250	-
Abitibi	224	-
Agence Energie	204	+ 1%
Alberta Energy	172	+ 1%
Alcan Alumina	40/2	+ 1
Alcan Steel	30	- 1%
Alcan Zinc	11	-
Alta Min.	234	+ 1%
St. Nazaire Scenic	234	+ 1%
Basic Resources	37	-
Bell Canada	275	-
Bombardier A	14/2	- 1%
Bow Valley	23/4	-
CP Int'l	27	-
Bronson A	31/2	-
Brown	1.3	- 0.15
C. C. Forest	12/4	+ 1%
Cal. Int'l	26/4	+ 1%
Can Pacific	9/4	-
Can SHV Energy	17	-
Can Pachers	27	+ 1%
Can Trans	41/2	-
Can Int'l Bank	37/4	-
Can Pac. Int'l	45/4	-
Can. P. Corp.	24/4	-
Can Tax	26/4	-
Carling Oils	16/4	-
Chlorite	22	-
Cominco	54/4	- 1%
Cominco Int'l	21/2	-
Cominco Mining	2	+ 1%
CFAO	45/4	- 2.5
Cominco Min.	18/4	- 1.1
Cominco Min.	40	-
Cominco Min.	21/2	- 1.5
Cominco Min.	1.3	- 0.15
Cominco Min.	12/4	+ 1%
Cominco Min.	26/4	+ 1%
Confidential	9/4	-
Corus Corp.	17	-
Cost Int'l	27	+ 1%
Coors	41/2	-
Crane Trans	12/4	-
Crown Int'l	37/4	+ 1%
Crown Pacific	45/4	-
Crown Pacific	24/4	-
Crown Pacific	26/4	-
Crown Pacific	16/4	-
Crown Pacific	22	-
Crown Pacific	54/4	- 1%
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COMMODITIES AND AGRICULTURE

Crop fears push cocoa to 3-year record

By Our Commodities Staff

CROP FEARS in West Africa and Brazil helped push cocoa prices to the highest level for more than three years on the London futures market yesterday with the July position closing £25.60 up on the day at £37.45 a tonne.

A rush of buying followed a report that the Ghana National Farmers' Council had forecast the Ghanaian 1983/84 main crop at just over 80,000 tonnes, compared with earlier estimates of around 200,000 tonnes.

The dramatic cut is put down to drought and bush fires earlier this year but most London traders believe the damage has been seriously overestimated.

Their own local sources have not reported widespread damage, they say, though individual farmers are known to have been badly hit.

Next year's crop could be below this year's, estimated at a mid-crop of 50,000 tonnes, the dealers think but this would be more due to the country's economic difficulties than to weather and fire damage.

Sharply higher fuel prices and farm input costs are believed to have hit production and the crop could be as much as 80,000 tonnes down, they say.

However, the market's basic strength is believed to derive mainly from a revival of manufacturer buying coupled with technical factors.

• Cacao producer countries will continue urging measures to support or improve prices, despite the recent rise, the Brazilian delegate told a Cocoa Producers' Alliance meeting in Quito, reports Reuter.

He urged delegates to take measures to safeguard present price levels. Otherwise, suppliers' costs were likely to rise

U.S. and Russia to discuss grain sales

WASHINGTON — The Soviet Union has accepted a U.S. offer to negotiate a new long term grain sales agreement, Reuter reports.

President Reagan offered on April 22 to work toward such an agreement, ending a 16-month ban on negotiations triggered by foreign policy disagreements with the Soviet Union, particularly over its intervention in Poland.

The move came partly as a result of pressure from farm interests for President Reagan to do something to build up U.S. export markets and to shore up sagging grain prices.

Mr Lyng said that as far as he knew, neither side had imposed any production cut.

Mr Richard Lyng, Deputy Agriculture Secretary, said yesterday that the U.S. had no targets in mind for figures to be incorporated in a new agreement.

But he hinted that the U.S. would be happy to see the figures specified in the present agreement increased. "We have grain to sell," he said.

The existing agreement, which expires on September 30, requires the Soviet Union to buy a minimum of 6m tonnes of maize and wheat annually and allows it to buy as much as

8m tonnes without seeking permission.

In the current year, the Soviet Union was told it could buy up to 23m tonnes. Only about 8.2m tonnes have been ordered so far, however.

Consultations had been tentatively scheduled in London next month to discuss the remaining months of the current agreement.

Mr Lyng said that the negotiations could be used to plan for a new agreement.

Mr Lyng said that as far as he knew, neither side had imposed any production cut.

K. K. Sharma writes from New Delhi. The Indian Government, feeling under the impact of the worst drought in memory, has now fixed a target of a record 142m tonnes of food-grain for 1983/84.

This will be 11m tonnes more than the record production of 1980/81 and nearly 20m tonnes more than last year's depleted output.

A Ministry of Agriculture official claimed yesterday that this was not overambitious. He disputed the widely-held view that agricultural production in India had stagnated.

Support price reaction cool

By RICHARD MOONEY

THE 4 per cent average rise in agricultural support prices agreed by EEC Farm Ministers in Brussels on Monday night has been greeted coolly by UK farmers and with hostility by consumer organisations.

Sir Richard Butler, National Farmers' Union (NFU) president said the award was "disappointing." The Consumers in the European Community Group (CECG) said the Ministers were "living in cloud cuckoo land."

The NFU chief claimed farmers' costs were likely to rise

"by up to 7 per cent" this year and that the price settlement, the lowest for several years, put continued recovery in farmers' incomes in doubt. He welcomed the promise of help for UK pig producers and processors.

• The CECG attacked the Minister's failure to tackle the problem of farm surpluses. "Once again the Community has ducked the issue of reforming the Common Agricultural Policy," said Mrs Jill Moore, the group's chairman.

It is unlikely that the Hawke Government will honour the commission's recommendations but growers and processors who

are involved in the new scheme will be disappointed.

Amalgamated Metal Trading reported that in the morning cash Higher Grade traded at £1.128, three months £1.125, six months £1.125, nine months £1.125, 12 months £1.125, 18 months £1.125, 24 months £1.125, 30 months £1.125, 36 months £1.125, 42 months £1.125, 48 months £1.125, 54 months £1.125, 60 months £1.125, 66 months £1.125, 72 months £1.125, 78 months £1.125, 84 months £1.125, 90 months £1.125, 96 months £1.125, 102 months £1.125, 108 months £1.125, 114 months £1.125, 120 months £1.125, 126 months £1.125, 132 months £1.125, 138 months £1.125, 144 months £1.125, 150 months £1.125, 156 months £1.125, 162 months £1.125, 168 months £1.125, 174 months £1.125, 180 months £1.125, 186 months £1.125, 192 months £1.125, 198 months £1.125, 204 months £1.125, 210 months £1.125, 216 months £1.125, 222 months £1.125, 228 months £1.125, 234 months £1.125, 240 months £1.125, 246 months £1.125, 252 months £1.125, 258 months £1.125, 264 months £1.125, 270 months £1.125, 276 months £1.125, 282 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CURRENCIES, MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar and pound trade quietly

The dollar finished below its best levels in currency markets yesterday. After a firmer start, underpinned by higher Euro-dollar rates, the U.S. unit slipped back partly on central bank intervention and softer U.S. rates as the Federal authorities added liquidity to the U.S. money market.

Sterling was a little weaker overall with the market generally unwilling to commit itself too much ahead of next month's general election.

DOLLAR — Trade weighted index (Bank of England) 122.4 against 123.2 six months ago. The dollar has remained firm as recurring hopes of a steady reduction in the Federal Reserve discount rate have been repeatedly dashed. Signs of U.S. economic growth and inflationary money supply figures again threaten to disappoint the market, which had been hoping for a lowering of the discount rate ahead of the Williamsburg Summit.

The dollar closed at DM 2.4585 against the D-mark, having touched a best level of DM 2.4700, compared with Monday's closing level of DM 2.4615. It touched a record high of FF 7.4325 against the French franc before slipping back to FF 7.3950, compared with FF 7.4125 previously. It also finished lower against the yen at Y233.09 from Y233.20 but

improved slightly against the Swiss franc to SwFr 2.0450 from SwFr 2.0430.

STERLING — Trading range against the dollar in 1983 is £1.5245 to £1.5440. April average £1.5421. Trade weighted index 53.7 against 53.8 at noon and 53.8 in the morning and compared with 53.8 on Monday and 57.8 six months ago. Sterling is now much steadier after its oil price worries have faded into the background. Election results have left the pound looking vulnerable at times, but the large lead of the Conservatives in the opinion polls is acting as a sedative.

Sterling opened at \$1.5565 against the dollar and touched a best level of \$1.5590 before slipping to a low in the afternoon of \$1.5510. It closed at \$1.5565-1.5575, a fall of 15 points.

Against the D-mark it finished at DM 3.8325 down from DM 3.84 and FF 11.51 compared with FF 11.55. It was unchanged against the Swiss franc at SwFr 3.1875 but was slightly weaker in terms of the yen at Y363.0 from Y363.75.

D-MARK — Trading range against the dollar in 1983 is 2.4550 to 2.4720. April average £2.4612. Trade weighted index 53.8 against 53.9 six months ago. The D-mark remained weak against its European partners for slightly over a month after the realignment of the system in late March, but with economic fundamentals continuing to favour the German currency it is showing signs of renewed

strength which may well pose further problems for the EMS later this year.

The D-mark was slightly weaker against most currencies at the Frankfurt fixing, without any intervention by the Bundesbank. Sterling fell to DM 3.8360 from DM 3.8240, and the Swiss franc to DM 1.2032 from DM 1.2068. On the other hand the dollar improved to DM 2.4675 from DM 2.4590, the French franc to DM 33.295 per 100 francs from DM 33.20, and the Dutch guilder to DM 88.94 per 100 guilder from DM 88.50.

FRENCH FRANC — Trading range against the dollar in 1983 is FF 7.4050 to 7.5000. April average 7.5190. Trade weighted index 57.6 six months ago. Political unrest and the improvement of the D-mark threaten to put further pressure on the franc within the EMS. Speculation has increased about the possibility of another devaluation this year despite the realignment of the franc after a recent devaluation in March.

The franc was slightly firmer overall at the Paris fixing, gaining ground against most of its EMS partners. The dollar rose to FF 7.4270 from FF 7.37, and the Italian lira to FF 1.0570 per 1,000 lira from FF 1.0550. The D-mark rose to DM 3.8360 per 100 francs from FF 1.0310, and the Dutch guilder to FF 1.2074 per 100 francs from FF 1.2045.

YEN — Changes are for ECU, therefore positive change denotes a week currency. Adjustments calculated by Financial Times.

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OTHER CURRENCIES — Changes are for ECU, therefore positive change denotes a week currency. Adjustments calculated by Financial Times.

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INVEST

BII-Invest Group, Via Turati 25, 20121 MILANO

Q: What is the long term strategy of BII-Invest? How does it cope with a myriad of subsidiaries in sectors ranging from fish-farming to insurance? What are its responsibilities to management, shareholders and workers? And how far should it become involved on a partnership basis with the government in Italy's economic future?

These are all vital questions for a group with a turnover equivalent to \$1.6bn dollars a year and a workforce of approximately 10,000 people. In a broad-ranging interview in London recently Dr Carlo Bonomi, its chairman, offered the following answers.

Q: What was the thinking behind Invest's acquisition of Fingest from Montedison in 1979 and how far has that purpose been achieved?

A: Our strategy up to now has been very successful. We wanted to increase our insurance business and we managed to do it. We are now in the second phase of reorganising the companies that we acquired which were not up to standard. We now have to enter the third phase which is rationalising some of our investments with the central aim of improving the overall return.

Q: Does this mean selling some of your subsidiaries outside the financial sector?

A: When you are a group the size of Invest inevitably the growth of the group has to take into account acquiring companies that are not really what we'd like to acquire. The basic strategy was clear. We were too much invested in industry and we wanted to go back into insurance and banking. We are now in a position to be able to sell if we want, some of our manufacturing companies but that is very difficult now. It is not a seller's market.

Q: This means you have had to improve the management of these companies. How have you done this and what is your approach to management?

A: This is a basic concept. Management expertise is fundamental. You can't run a holding company as diversified as Invest if you don't have a strong and independent management in your subsidiaries. We try to have a management as strong as it should be.

Q: How much day-to-day influence does Invest have in the running of its subsidiaries?

A: Once a year we review a company's budget and we keep a tight control on a monthly basis to see that it is meeting its targets, but we have never blocked a project if viable nor seldom suggested one.

Q: What about the problem areas such as textiles?

A: With textiles we looked into the situation more deeply. It's a difficult sector and we had to review the strategy. In a case like that we review the programmes and involve ourselves more directly. If a company needs more attention, then we put a team of people in there.

Q: How far is the Bonomi family involved in running the Invest group?

A: When you grow at a rate that we've been growing it's fundamental that the company must be run by professional management and that management knows that its career is not blocked by family influence. I am the only member of the family in all the group. I want to emphasise that independent professional management is what we want.

Q: What about the development of Invest outside the financial sector on which you are concentrating?

A: We have a role in the country whereby there are some industries which we are not only supporting but looking to develop because they are necessary to the Italian economic system. These are fields where we want to see our presence increasing, for instance in the chemicals field, though this is more related to refined products than raw materials. The concept here is very important. Italy is a country with a mixed economy whereby the State has a great influence.

The State has realised that the only way to make investments is to do it in conjunction with private



Dr. Carlo Bonomi

enterprise which is a major departure from previous attitudes.

It's very important that we prove that this is the right way to go. If the government decides that it wants to make joint ventures, then this is the best choice and at least we can help them and they can help us with their resources. This is a major change which has happened and we want to be part of it.

Q: This means that the future of Invest is very tied up with the future of Italy.

A: We run with the future of the country. There are fields where we count on being part of the government's decisions. That's also why we joined with others to bring Montedison back into the private sector. There is no big group in Italy which is independent of our country's fortunes. Therefore we've got to be in a position where we can help discuss and protect strategies with the government.

BII-INVEST GROUP

Making a virtue from diversity

The Invest Group is an unusual corporate animal by any country's standards. It is unusual because it represents an impressive array of more than 70 Italian and 10 international companies, all coordinated by a Milan and Luxembourg management staff of less than two dozen.

Invest is unusual because it is a major financial entity which now has annual turnover of around Lit 2,000 bn and is nonetheless tightly controlled. It is unusual because it has mutated from having been a private group run by the Bonomi family for three generations into what is now recognised and respected in Europe as a professionally run conglomerate.

With around 10,000 employees and activities which include being Italy's third largest insurance group (half of the annual turnover comes from insurance premiums) Invest can only be described as extraordinary. The group's interests range from finance and merchant banking to the manufacture of washing powder, matches and industrial chemicals. Invest is involved in real estate and property development in Italy and abroad, it is the owner of the famous Sella & Mosca wine-making company in Sardinia and has agricultural interests in the United States.

The breadth of the group's activities is wide enough to include the ownership of hotels.

Invest Group's origins can be traced to the last century, when a number of its principal companies were started. It is now headed by Beni Immobili Italia, a construction and property development group which also serves as the central coordinating body for all 80 companies.

Carlo Bonomi, who is 42, is chairman of both Beni Immobili Italia and Invest, having taken over the former from his mother Anna Bonomi Bolchini in 1981. The Bonomi family maintains a 54 per cent controlling shareholding in the financial, property and industrial empire, but some 14,000

public shareholders own the balance. Several of the Invest companies are quoted on the Milan bourse as well as other stock exchanges.

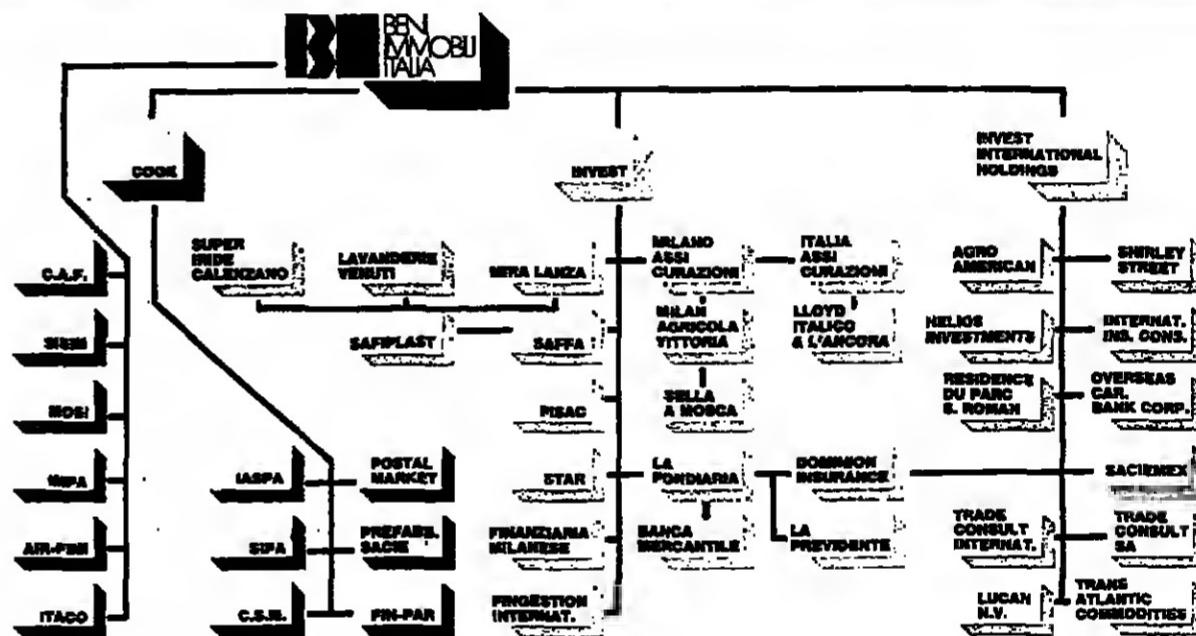
Growth

Perhaps the most important development for Invest in the past generation was the acquisition in June 1979 of a 70 per cent controlling shareholding in the Fingest financial group, for Lit 112bn (\$131m at the time). Fingest was bought from Montedison, the Milan-based chemicals conglomerate, and the sale of the majority holding to the Bonomi family group was generally regarded in Italy as a financial coup.

Without a doubt the Lit 112bn acquisition of Fingest transformed the shape of the Invest group. Fingest's main interests were in insurance and the deal made Invest one of the biggest private sector financial groups in Italy. Invest now controls insurance companies such as the prestigious Florence-based La Fondiaria, Milano Assicurazioni, Italia Assicurazioni, Lloyd Italico e l'Ancora and the Dominion Insurance Company in London.

By November of 1979 the original Invest group and its newly acquired Fingest holdings were merged into one group, dubbed "Grande Invest" in Italy. Next the capital of Invest was increased and the management embarked upon a three-year programme of consolidation which is nearing its final stages.

Dr Eduardo Salvia, BII's company secretary and a special aide to the Chairman, explains that it was necessary to "put the boxes in order in our shop". The Milan-based management also underwent changes. New and independent executives were recruited to manage the group and work hard towards its integration.



Group strategy

The idea has been to develop a unified strategy for Invest which is predicated upon three main principles. This concept, a very pervasive philosophy within the Invest management, is to follow a strategy of diversification in order to spread investment risk, but never to undertake ventures which are too large or unwieldy.

The Invest top management, housed at the group's headquarters on Milan's Via Turati, attends to its three main functions closely: image, control and financial services. Thus, the many subsidiaries retain a fair degree of autonomy, but the Via Turati management handles public relations, daily and monthly budget and staff control and investment and other financial affairs.

Dr Salvia explains: "The board of directors of each company is very free provided they give us regular briefings".

The most important requirement, the group feels, is the need for "brains". "We need brains, we look for capable people, first-class people, people who are technically prepared, sound, imaginative and competent".

The emphasis these days is on productivity and cost-cutting throughout the group. Invest is fully aware of the challenge of the present world recession; the trick is to make proper use of technology and marketing in order to operate profitably with fewer workers.

The strategy seems clear and Invest has managed to combine its rapid growth in recent years with a tight management discipline. Invest has been able to put into practice the kind of management theories which are usually taught at modern business schools, a rather unusual feat.

But then, the Invest Group is a rather unusual corporate animal...

"To make insurance doubly sure"

(with apologies to William Shakespeare)

The Invest Group has been spreading out more and more in the field of Insurance. Five Italian Insurance Companies, one UK Insurance Company (the Dominion), and one of Italy's newest and largest re-insurance companies MILL-RI.

Behind this is an increasing awareness of the importance of Insurance throughout Italy. Although the country discovered insurance late (only since 1971 has it been obligatory to insure Motor Cars), it is discovering it more and more.

Which is why the Invest Group sees a great potential in this field.

The Invest Insurance Companies are grouped in the triangle Milano, Genoa and Florence.

Which means they combine the Lombard know-how of the Milanese (not for nothing is a certain street in the City called Lombard Street), the canny, somewhat Scots-like approach of the Genoese, and the brilliant dash of the Florentines.



The Dominion Insurance
Company Limited



LA PREVIDENTE S.p.A.

ADVERTISEMENT

FISAC

A tradition of quality for the 1980's

In Fisac (Fabbriche Italiane Seterie Affini Como) Invest owns a company that is not only one of Italy's leading silk producer but also a European leader in the manufacture of silk jacquard, fine cloth and fashion fabrics.

Founded in 1906 it was acquired by the Invest group in 1979 and now produces about 90,000 metres of textiles a day in natural, synthetic, artificial and blended fibres particularly for women's underwear clothing, but which also has important uses in the ties and dressing-gown industries. It has also developed a line for interior decoration and a line of dyed yarns creating a profitable commercial activity in fabrics for men's shirts.

It is worth stressing that creativity and style emerge from one stylistic centre set up as independent unit, called Season's S.p.A. Its product mix extends through a very wide range including a highly successful line in fabric for house furnishing and, through its subsidiary Texindustria, studies and suggests special fabrics for various industrial sectors (silk-screen processes, filtration) or made by high-density yarn (Kevlar Dupont) suitable for special purposes as, for

example, in the protection field.

In this activity, the textile technique is integrated and formed by the more advanced technology offering and suggesting new compound materials which can give better performances than the traditional fabrics, with structure adaptable to many sectors and nautical, aircraft, military and civil industries.

This broad diversification is one of the company's main weapons in coping with the deep recession that has affected the textile industry world-wide. Fisac has not been untouched by the recession. Despite this, sales grew to around Lit 70bn in 1982 from Lit 65.6bn in 1981.

Fisac has been particularly unlucky in the progressive deterioration of markets in which it has concentrated. At one time it had large sales in the Middle East, but now it is more or less impossible to sell to countries such as Iran, Iraq and Lebanon. To offset this Fisac developed new markets in North America.

Now it has fallen back on the highly competitive European market and is also trying to revive the difficult market in Africa which has long been neglected by many textile companies. Export sales represent at the moment 51% of the total sales turnover, while 57% was reached when international trade market was most active. Anyhow Fisac has still managed to make its mark in a new and difficult environment.

Rationalisation

"We improved the service, providing what the markets want and at the right time," explains Mr Ramozzi, its Managing Director. Deliveries were speeded up and quality improved so that buyers began to understand that Fisac's broad product range allowed it to satisfy specialist orders. Bureaucracy was reduced so that the decision process could be speeded up and production reorganised so that it really met demand. "It sounds simple," says Mr Ramozzi, "but to balance output is none too easy. We had to reorganise our whole production and this whole process is still going on."

At the same time Fisac has begun to take a closer look at the needs of the market, opening offices in Paris and New York especially for this purpose. "Therefore," says Mr Ramozzi, "we are in a position to follow closely some basic standards in each market, so whatever we produce we bear in mind these standards and tailor our production to the

Financial Times Wednesday May 18 1983



specific request of the customer."

And Fisac's quality/price ratio is also attractive. It is able to offer absolutely competitive prices because of its technical equipment, modernization and dimensions of its production.

Fisac is capitalised at Lit 4.019bn, 83 per cent of which is owned by Invest. The company's shares are listed on the stock exchanges of Milan, Rome and Turin and there are about 900 shareholders in all.

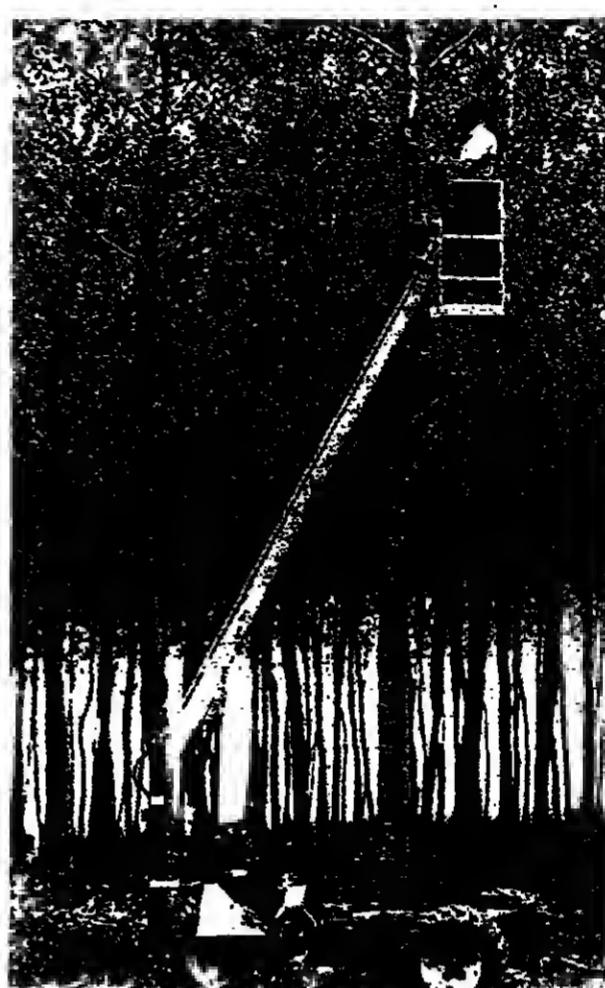
MILANAGRICOLA VITTORIA Scientific management and the fruits of the earth



Pea production in Italy.



Pioneers in breeding pedigree cattle - often by embryo transfer.



Milanagricola specially 'cloned' poplars for use in Saffa's match production.

expected to last for three or four years. As a result Milanagricola Vittoria is having to concentrate on cutting costs as diversification can only take place over a long period of time. But it is also moving slowly into other forms of timber particularly pine which is grown for its resin. It is a pioneer in cross fertilisation of various types of tree with the aim of producing a variety that is both fast growing and high quality.

Another area of diversification for Milanagricola Vittoria is fish farming which is so far still on an experimental basis. Production is limited to only around 30 tonnes of catfish, carp and eels. Milanagricola Vittoria is also active in the area of fertiliser and recycling of industrial waste, but despite its high profit rate - according to its General Manager Mr Marzagalli - it remains somewhat uncertain about the long-term future of the Italian agricultural industry.

For this reason its investment policy is very cautious. Investment spending on the whole goes to maintain existing assets rather than developing new ones. A fast return on investment is also a high priority.

Invest's agriculture interests also include wine production through a company called Sella & Mosca which is based in Sardinia and sells some 3.5 million bottles of fine wine. Sella & Mosca is one of the only two companies in the Invest group to be loss making. Last year's loss amounted to Lit 2.5bn on sales of Lit 7bn, but this loss should be slowly eliminated allowing the company to return to profit from 1984.

This will be achieved through better distribution of its products. Sella & Mosca has reached agreement with a major distributor who will handle wine distribution in conjunction with its own existing network of salespeople working out of an office in Milan.

With its 650 hectares of vineyards Sella & Mosca produces all the grapes that go into its vintage wine production. Since 1976 it has concentrated on fashionable light wines, developing its own grape for this purpose. Its wine producing equipment is highly advanced. Computers check the level of acidity, temperature into the tank, fermentation. The constant quality of production makes the company particularly well-placed to return to profit after the considerable investment of recent years.

POSTAL MARKET

Continental Mail Order Success

Postal Market started as an idea in the mind of Anna Bonomi Bolchini back in 1958 and became the first-ever mail order catalogue business in Italy. Today it is the leading mail order house in the country with annual turnover of Lit. 220bn and a 67 per cent share of the market.

In the late 1950's the catalogue ran to about 10 pages in length. Today the winter and summer catalogues are each around 550 pages long.

Postal Market has achieved a customer list of more than 5m, of which 3m have been earmarked as faithful return customers.

One third of sales are made through the catalogue alone. Two thirds are achieved through the use of sophisticated direct mail techniques.

The growth of Postal Market in Italy is impressive when one considers that unlike USA, Britain, Germany and France, where a great deal of consumer sales are mail-order based, Italians only make 1 per cent of their purchases through the post.

The average Postal Market customer makes a purchase of Lit. 65,000 each time he or she orders. Of the 3m customers, a special elite known as the "very faithful" and numbering around 600,000 make purchases twice every half-year or more. For marketing purposes the company has divided its clientele into more than 100 separate categories ranging from the "very faithful" to the "indifferent".

In order to maintain customers the Postal Market group subscribes to two main policies: a money-back if not satisfied approach and a guarantee that prices will not change for six months at a time.

In the 80's the shareholders realised that the company had been undercapitalised and therefore they decided to addend, injecting Lit. 50bn, through diversified and planned interventions, which will be concluded by the end of 1983.

This action will allow the company from 1984 to start again a new return to investment. For 1983 it is expected a turnover of Lit. 280bn with an increase of 30% compared to 1982. For 1984 it is foreseen a turnover of Lit. 330bn equal to an increase of 18% compared to 1983.

Saffa - A story you won't get bored with:

A Precise Reason

Productive Capacity: Four continuous production lines turn out one thousand tonnes each day. Which in turn guarantees prompt delivery.

A Sound Reason

Quality: Research laboratories ensure a continuous standard of quality throughout every stage of the production cycle.

A Sensible Reason

Assistance: Saffa personnel, whether technical or commercial, are constantly at your service throughout Europe. To solve problems, to answer questions, to give advice in the quickest possible way.

End of Story. Are you with us?

Saffa
Paper Manufacturing Division

SAFFA - 20013 Pontenuovo di Magenta (MI) - Italy - Telex No. 312677 SAFFAM 1 - Phone No. 02/9794821

In the country. Among the people.

Approximately eight families out of ten use at least two Mira Lanza products and this has been true for a long time.

For more than two generations, Mira Lanza has been rooted in domestic, everyday life, close to the people, like the people.

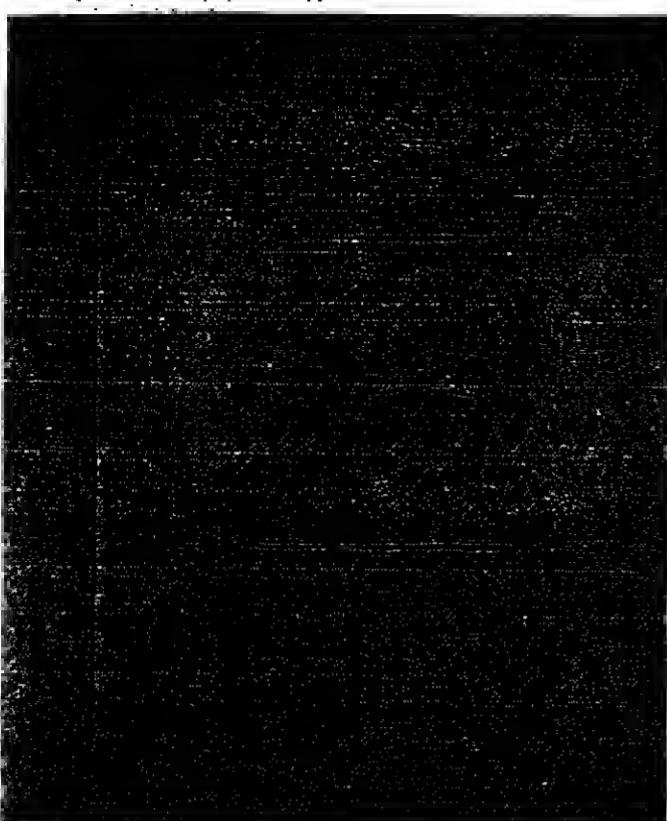
We hold the same sense of values, the same thinking, the same attitudes toward the simple and serene household duties, the tender

needs and small realities of each one of us. Yes indeed, people trust Mira Lanza like they would a helpful neighbour.

This very special and privileged relationship is unique in Italy for its intensity, dimension and durability.

It grew from facts: science, technology and research, reliability and respect for the consumer.

MIRALANZA



Milano Incorporation Certificate

MILANO ASSICURAZIONI Insurance and money management

Milano Assicurazioni is the oldest joint stock company in Italy, having been founded as long ago as 1825. Today it is controlled by the Invest group which acquired a stake of more than 40 per cent from Montedison in 1979. Moreover, says the General Manager Fausto Panzeri, "Milano is more than an insurance company - it's the peak of an iceberg."

Milano controls other insurance companies in the Invest group such as Italia Assicurazioni and Lloyd Italico e L'Ancora, and with Fondiaria, Milano Assicurazioni is the third largest insurance group in Italy. In 1981 Milano Group collected a total Premium Income of some Lit 520bn (Lit 360bn in Insurance business and Lit 160bn in Reinsurance business). In 1982 Premium Income for Insurance business is expected to rise to around Lit 450bn.

In 1982 premium income was expected to rise to around Lit 620bn.

Motor insurance premiums run at around Lit 115bn, life premiums at around Lit 29bn and marine insurance at Lit 73bn. Altogether the group employs around 1,600 people.

Most of the group's business is in Italy, but with another Invest company, La Fondiaria, it owns the British insurance company Dominion. Says Milano Chairman, Prof Zanelli, "Dominion is a sort of springboard for international expansion of the group. It's a quite different experience from Italian business - it's unusual to have a child of your own in the centre of insurance and we learn a lot by dealing in the City (of London) market."

Milano Assicurazioni also operates in Belgium through an agency located with Cie d'Assurance de L'Escaut in Antwerp, in the Netherlands through a branch located with Van Marle in Rotterdam and in Germany through an agency located with Münchener Versicherung, Italia Assicurazioni also operates through branches in France and Spain. But, says Prof Zanelli, "there is enormous potential for insurance development in Italy. We are 21st in the list of insurance per capita in the world but 7th or 8th in terms of industrial production."

And insurance companies in the Invest group are particularly well-placed to make the most of this market. "Our companies have the advantage of being able to benefit from the expertise of the group - we have both real estate expertise and financial expertise, so we should be better at money management than other insurance companies."

In fact one of the characteristics of the Milano group of insurance companies over the past few years has been a significant increase in return on investments, as pointed out by Milan General Manager Dr. Panzeri. Between 1980 and 1981 this moved up to around 10 per cent from 8.5 per cent and in 1982 it was estimated to have moved even higher to around 11 per cent. Return on investment is more than enough to offset technical losses on underwriting that commonly affect insurance companies. Every 100 lire in premiums generate more than 10 lire in investment income, even though the cost of claims and administration amounts to 106 lire.

In 1981 group net profit rose by some 20 per cent to Lit 14bn. This represents a return on net worth of some 15 per cent if the balance sheet net worth of Lit 94bn is used as the base. (Actual net worth is much higher because the group's extensive holdings of real estate are carried in the books at their historic cost rather than their market value.)

Italia Assicurazioni is one of Italy's main and oldest marine insurance companies. This is not necessarily very profitable at the moment given the depressed business environment for shipping, but the management feels that, "being first still gives you some advantage over the others."¹² Like Milano, Italia is also still turning in profits, although its subsidiary Lloyd Italico is not. Because of this Lloyd is in the process of being strengthened through a program of integrating its administrative structure with Italia, leaving its commercial operations independent.

Among its investments Lloyd does, however, count a particularly prestigious piece of real estate in the form of the renowned Hotel Splendido in Portofino near Genoa. This is an 80 room hotel in one of the most beautiful sites on Italy's Mediterranean coast, and one of the few that still offers genuine old-fashioned luxury and personal service to its elite clientele.

The Hotel Splendido does not bring in a particularly high return at five per cent. Nevertheless its unique style and service are something of which the Invest group is justifiably proud. Says Dr. Panzeri, "The Hotel Splendido is like its name - simply splendid."

Milano is also the vehicle through which Invest is active in agriculture through its controlling stake in Milagricola Vittoria, which is in turn the parent of the wine producing company Sella & Mosca.

BENI IMMOBILI ITALIA Stability and strength of property holdings

BENI IMMOBILI ITALIA could be called the jewel in the BII Invest crown - it is not only one of Italy's major private property and construction companies, but is also the vehicle through which the Bonomi family controls the Invest group.

BII was founded in 1918 by Carlo Bonomi, Sr, a man who understood that a solid foundation was necessary for the development of any business. Here is how one Invest executive describes the philosophy of Carlo Bonomi-senior back in 1918: "He understood that buying stones made for stability and strength. He bought buildings on the then outskirts of Milan; these buildings soon became the centre of Milan."

Carlo-senior's wise decision to buy property was continued by his daughter Anna Bonomi and this is why, in the words of one Invest executive... "BII is the most beloved company in the group. It represents the fortune of the Bonomi family".

Recently the real estate business has been reorganised with young managers responsible for different divisions. The group is now involved in building developments around the world, from Italy to Monte Carlo to Mexico.

But perhaps the most famous of BII's activities has been its development of the San Felice residential district near Milan. This project was undertaken from 1967 to 1978 and ranks as one of the most successful examples of private building in Italy.

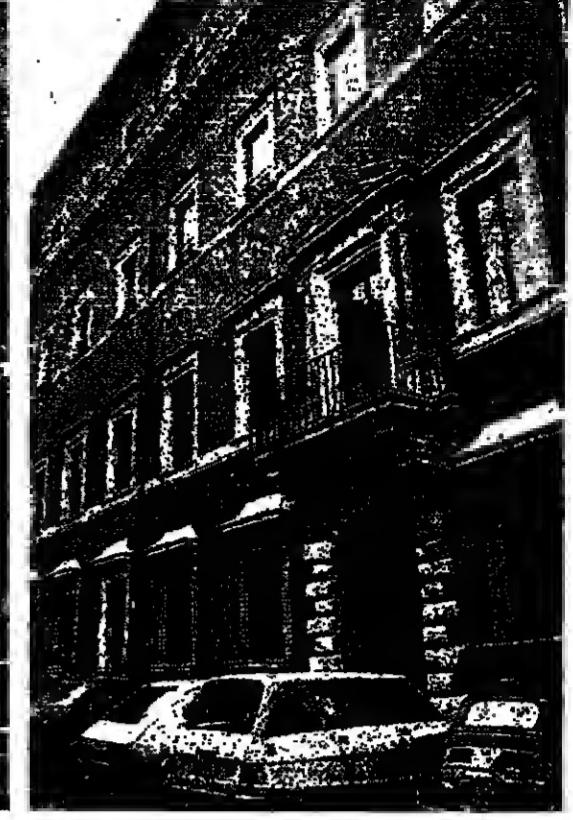
Located 10km from downtown Milan, San Felice became the first "satellite city" in the region. Some 7,500 people live in San Felice and it hosts a series of schools, shopping areas, banks, hospitals, churches and cinemas. The cost runs to hundreds of billions of lira and involves many of BII's staff of 160, including its six in-house architects.

Meanwhile in Monte Carlo, BII has pioneered the prestigious "Parc Saint Roman" complex - some 390 apartments built with an investment of F Fr 230m. Already 360 of the condominium flats have been sold.

Near Rome the BII team is engaged in building another satellite city, the Dragoncello project. This will include low and middle income housing, as well as a marina for 210 boats.



New and old BII properties in Milan and Rome



BII's activities include not only traditional housing projects, but also an unusual restoration plan for the Cannaregio area of Venice. Here buildings will be designed to blend in with the older architecture and the project is being supervised by Professor Gregotti, both a scholar and an architect.

The commercial value of BII's property holdings is well above the Lit 400bn mark, ensuring the company has assets for both profitability and security.

With the consumer in mind, and given the volatility of

interest rates in Italy, BII is also at work pioneering new financing techniques for home buyers, thus bringing down the cost of purchasing a residence.

From a financial standpoint, BII's list of shareholders reads like a Who's Who of major Italian institutions. Aside from the Bonomi family holding of more than 50 per cent, there are 14,000 shareholders in total. Among the top shareholders are Credito Italiano, Banca Commerciale, Banco di Roma and Banca Nazionale del Lavoro.

With names like these it is not hard to see why BII is often regarded as the jewel in the BII Invest crown.

LA FONDARIA

The insurance company with the personal touch

La Fondiaria holds an outstanding place in the Italian Insurance Industry; it is quite an old-established company, having been formed in 1879 following an agreement entered by Florentine and Genovese Merchants.

The group was originally divided into two separate companies - La Fondiaria Incendio (fire insurance) and La Fondiaria Vita (life insurance). Nowadays La Fondiaria covers all branches of the insurance and reinsurance business, as a result of a merger which took place in 1980.

Although statistical information cannot convey the prestige of this well-known Florentine insurance group, it is worth mentioning that in 1982 the premium income exceeded Lit 342bn, which is more than twice the figure of only five years ago.

La Fondiaria ranks 7th among Italy's 225 insurance companies. Its share of the total insurance market is about

3% and the company has retained such share despite recession and increasing competition.

Fondiaria's prestige is confirmed by the fact that the Ministry of Industry (the Italian Board of Trade) has suggested to other organisations that they should take the Company's Annual Report as an example to prepare their own accounts.

La Fondiaria has 284 General agencies in Italy, 1,500 selling-offices and a staff of 1,043. The share capital, free reserves and underwriting reserves exceed Lit 560bn lire in the aggregate.

The company's main feature is a sound strategy, acquired with the passing of time and consisting in giving its customers advice and assistance, with clearly worded policies which can meet any requirement thanks to a high degree of flexibility in their formulation.

Fondiaria's shareholdings abroad are significant: the Group has links with associates in Portugal, Belgium, the Netherlands, West Germany, Peru, Argentina and the UK.

The vision of Mr Vida, the Managing Director, and Dr Michele Castelnuovo-Tedesco, the chairman of La Fondiaria, is that the group should maintain its market share and grow within Italy while simultaneously expanding outside of the country.

Dr Castelnuovo-Tedesco says that this is "a dream, a hope" but he also points out that La Fondiaria was little more than a dream and a hope in the 1860's when Florence was, for a short period, the capital of Italy and the first plans were laid for La Fondiaria.

The company has Invest SpA as the major shareholder with the prestigious Mediobanca and very well-known Florentine families as part of the controlling group.

LA JOIE DE VIVRE A MONTE CARLO.

Monte Carlo is one of the few places in the World that is at the same time a dream and a reality. Nestling between the foothills of the Alps and the blue Mediterranean, with its famous Harbour, even more famous Casino, shops worthy of Paris or New York and a cosmopolitan life-style that is the envy of the World.

To help you enjoy this unique life to the full, we have built a luxurious and attractive Park Development.

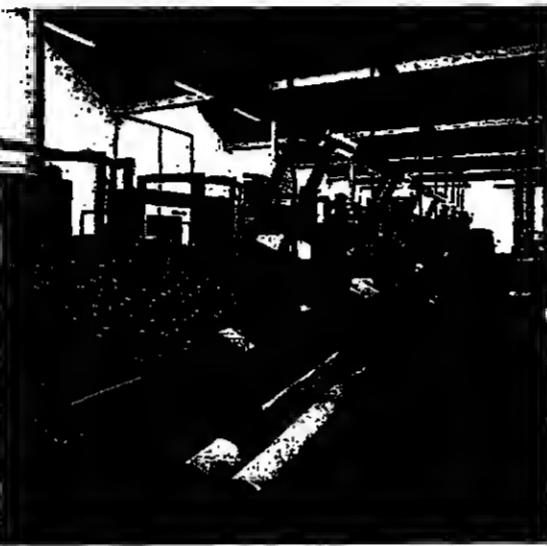
It's called Parc Saint Roman. Even within Monte Carlo, there are some areas considered better than others. Close by the Monte Carlo beach, Sporting Club and Country Club, Parc Saint Romain is one of the very best. There are five-room, two-room and Studio apartments available in what may be one of the last Park Developments ever started in Monaco.

For information, telephone the Sales Department, Monte Carlo. (93) 509149.





FISAC (Fabbriche Italiane Seta e Affini Com) joined the group in 1979. It produces many thousands of metres of textiles in natural, synthetic, artificial and blended fibres every day.



The changing face of Saffa

Founded in 1928, Saffa was originally devoted entirely to the production of matches, and even today it still accounts for 70 per cent of the Italian market for this product including the famous wax matches, or cerini. But over the years Saffa has become a well-diversified concern in which matches have been replaced by folding box board as its principal product.

"Today," says its Managing Director Cesare Bianconi, "the position of Saffa can be clearly documented. We are among the leaders in Europe in the production of folding box board with an output of 1,000 tonnes a day." Besides matches the company also sells match-making machinery, lighters, wood-panels and chemicals.

Box-board, which ten years ago made up only 29 per cent of total sales, accounted in 1982 for more than two thirds of the company's total turnover of Lit 205bn. Matches accounted for 15 per cent compared with 38 per cent in 1971 and wood-panels 11 per cent instead of 21 per cent.

Sales Turnover

Put another way, however, the scale of the company's activity is even more impressive. Sales of matches last year totalled 42bn packs of which 9.2 per cent were exported. Turnover in paper products added up to 212,000 tonnes of which 29.7 per cent was exported and of wood panels 89,000 cubic metres of which 4.8 per cent was exported.

Yet, despite a steady growth in sales over the past few years, Saffa's profits have been hit by the recession, by a long-term decline in match consumption by the increasing cost of imported virgin fibres and energy. Virgin fibres are priced in dollars and the company had thus become particularly vulnerable to the very strong rise of the U.S. currency against the Italian lira.

In 1981 its profits dipped to Lit 2.9bn from Lit 3bn in 1980 and this only after extraordinary gains of Lit 2.6bn from sales of assets. In 1982, says Mr Bianconi, profits from industrial operations should be particularly good. Also in 1982 there will be some extraordinary gain from sale of assets.

Efficiency savings

How is the company coping with these difficult times? One way, explains Mr Bianconi, involves a tight control over costs and a search for new savings. In the folding box board it is involved in a strenuous effort to reduce its dependence on Scandinavian pulp supplies replacing virgin fibres with special grades of waste paper. Four or five years ago, Saffa was importing 40,000 tonnes of pulp a year. Now the figure is down to 15,000 tonnes and "in another two years we'll reduce this 15,000 tonnes down to 10,000 tonnes."

Another area for saving is that of energy consumption. All the investments carried out during the last few years were oriented to improve quality of folding box-board and save costs of production.

In the match sector, the company is trying to counter the decline in consumption through active marketing, but since one of the main reasons for the fall in match consumption is the ever-growing popularity of disposable lighters, Saffa also intends to develop a profile in this market. It used to manufacture refuelable lighters in Italy but found the costs of domestic production too high. Now they are imported although Saffa itself sees to the maintenance of high quality design standards.

The company also intends to expand its activity in chemicals where it is researching new products in the field of phosphorous derivatives. The only one of its divisions which is not currently profitable is wood-panels, which have been seriously hit by the recession in the furniture industry.

Saffa's share capital amounts to Lit 20.5bn and has a net worth of more than Lit 50bn; and a net worth/financial debt ratio of about 4 to 1. Its subsidiaries include Safiplast, which is engaged in the field of moulded plastics, particularly for car production, Isfa which makes matches in Sicily and Italpac, a joint venture with Diamond International which makes pulp trays for foods.

Invest holds a 56.90 per cent stake in Saffa. Its shares are listed on the stock exchanges of Milan, Turin and Genoa.

They don't build them this way any more.



The only words to describe the Hotel Splendido in Portofino are 'Splendido' and unique.

Unique the setting, in what surely must be the most beautiful bay in the Mediterranean, unique the charming village of Portofino, unique the Hotel.

Built at the turn of the century, when time and money were no object, the Hotel Splendido still today maintains the highest standards of service, comfort and cuisine.

Hotel Splendido - Portofino - Tel. (185) 69551.

MIRA LANZA:

Leaders in the Marketplace

Mira Lanza is Italy's largest detergent maker, leader in its field with annual turnover of Lit 285bn 1982, and a market share of nearly 25 per cent in Italy.

Not only is Mira Lanza a brand leader with a firmly entrenched position in the market, but it has successfully met the challenge of foreign multinational corporate competitors operating inside Italy.

The company was purchased by the group in 1972, but had been founded as long ago as 1924, when it was created by the merger between the Mira candles factory and Lanza Stearine Producers in Turin. Until 1949 Mira Lanza's main activity was the manufacture of soaps and related products. Then the company began making synthetic detergents, now its key product.

Among the best known Mira Lanza brands today are Ava, the laundry detergent for washing machines and for hand-washed clothes, Lip, a well-known detergent for fine washables and wools and Mira soap. The company is also involved in floor cleaners, tooth pastes, fabric softeners, bath and kitchen papers and a range of industrial products.

The purchase in 1977 of "Super Iride", a business active in the floor waxes and insecticide markets, was another step toward diversification. In 1981 Mira Lanza purchased a toilet paper factory in Southern Italy and the company is now integrating its production and marketing of paper products.

Mira Lanza's sales turnover has grown impressively in recent years, from a level of near Lit 120bn in 1977 to nearly Lit 200bn by 1979 and to its present level of Lit 300bn. Nonetheless, the company had its problems as well, facing dramatic increases in the cost of raw materials in the late 1970s and a residual productive capacity.

But the management of Mira Lanza has dealt with these problems successfully and was able in 1982 to achieve a spectacular profits rise from the 1981 level of Lit 8bn (gross profit) to more than Lit 18bn.

According to Ugo Nistri, managing director of Mira Lanza, the strategy remains careful cost control and aggressive marketing.

Research

"The priorities for Mira Lanza," says Mr Nistri, "have been cost-reductions in terms of employees and raw materials. We are working on the production of our own substitutes for raw materials we have to purchase externally and we even have enough funds to launch a new product this year, a glycerine soap for the consumer market."

Mr Nistri reckons that Mira Lanza spends around Lit 13bn each year on research and development, which represents 5 per cent of annual turnover. This year the company will receive Lit 23bn in order to reorganise production lines and streamline its factories. This is a bold



rationalisation programme, designed to replace old machinery with new, and cut staff costs where possible.

While the company is paying great attention to its production side, it is certainly not ignoring its loyal consumer base. For there is another side to Mira Lanza, which makes it one of the favourites of Italian housewives: this is the twice monthly Mira Lanza magazine combined with the company's promotional card coupons.

Marketing

Some of Italy's top sociologists and fashion writers contribute to the Mira Lanza magazine, sent to a regular 1m customer-readers. The idea, says Mr Nistri, is to "address the housewives and say 'we love you'". The link to profits is clear. "Through marketing research done by the Nielsen group, we have established that people who play the card game and read the magazine consume 10 times as many Mira Lanza products."

The card game and magazine cannot be quantified as a profits factor, but they keep Mira Lanza in numerous Italian households and that can't be bad.

SOME PEOPLE CAN'T SOME PEOPLE KHAN



slowly transformed what was harsh volcanic rock into incredibly fertile land.

Land where grapes grow that make wine unlike any you've ever tasted. Land where the vineyards of Sella & Mosca flourish.

You won't find a lot of Sella & Mosca Wines around, for the simple reason that, as one of Sardinia's oldest winemakers, Sella e Mosca only produce wine from the grapes they themselves grow in their vineyards near the northern town of Alghero. Which means that not everybody can get to taste one of their several wines. But here are a few refreshing facts if you are one of the lucky ones who can. A White, a Sparkling White, a Rosé, a Red; to get acquainted.



Torba. It is a white table wine, it has a dry, fresh, fruity taste and should be served at around 8° centigrade. It goes well with fish and seafood.

Brut di Torba. Sparkling White wine naturally fermented in the "Cuveé Close" method. Light, elegant fragrance, typical of the Torba wines originally brought to Sardinia by the Spaniards. Served cool, it is an ideal aperitif and goes well with fish, sea-food and white meat.

Rosé d'Alghero. A dry, pale Rosé wine. Perfect for sipping in the shade, it is a light, almost ethereal fragrance. Served cool, it is ideal for aperitifs, fish soups, and white meat.

Cannau d'Alghero. A dark red table wine, mature, with a pronounced bouquet. It goes well with red meat, game, roasts and stews, and strong cheese. To be served at room temperature.

Sella & Mosca Wines are now available from:

G. Belloni and Company Ltd, Belloni House, 128/132 Albert Street, Parkway, Regents Park, London NW1 7NE.

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